

# Northwell Health

## *Great Place to Work 2020*

### **Question 6.20: Perks and Programs**

Please share at least 6 and up to 20 programs that set your company apart and reflect the core of your culture.

In deciding which examples to share, if you would like to be competitive for PEOPLE's Companies that Care list, please share examples of ways your organization has gone above and beyond (in the last year, specifically) to care not only for your own employees – but also for your community or the environment.

For the PEOPLE list, we're looking for recent, specific, moving examples of how you ensure everyone in your organization is treated with dignity and respect; how you help employees or the community achieve their personal or professional goals; unusually generous benefits and support for employees' and the larger community's personal lives during times of crisis or just every day; and ways you and your team have a positive impact on the world. Military- and veteran-friendly programs are of interest as well.

The programs will also be used to describe aspects of your culture that set you apart should you win a placement on any of our lists. It is especially useful to share examples of how your company ensures it is a great place to work for all your people, regardless of who they are or what they do for the organization.

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#### **PEOPLE:**

1. **Ideas at Northwell:** This year, we created a new system-wide program focused on everyday innovation. "Ideas at Northwell" is built around a series of time-bound "challenges" in which the organization poses questions to all team members and uses a new web platform, Idea Lab, to crowdsource ideas. The goal is to harness the power of our team members to accelerate innovation, drive employee engagement and solve business challenges. Our team members witness the day-to-day interactions, procedures and processes and, likely, inefficiencies throughout our cycle of care or operations. This program lets them share their ideas to solve for them. Each challenge runs for eight weeks, during which team members can submit, comment on, vote for, and prioritize ideas in response to the challenge question. Moderators help guide the discussions, and at the end of each challenge, the ideas with the most promise for implementation are chosen based on team-member voting and expert reviews. Not only does every team member within the health system have an opportunity to participate, they also have a front-row seat in the development, testing, and implementation as their ideas progress. A "Vital Signs Check" innovation won the first challenge. The solution used a combination of a wireless patch/sensor and computer-based monitoring and analysis to acquire data to develop predictive algorithms for earlier diagnosis, to ultimately deliver automatic real-time vital signs alerts for actionable care.

2. **Medical Innovation Contest:** Each year, Northwell Health hosts a four-week medical innovation contest, where public voting decides which of three medical innovations developed by researchers and physicians will receive \$100,000 in additional research support. For the researchers involved, it's a wonderful opportunity to present and advance cutting-edge medical developments that are also professionally fulfilling.
1. **Patient Experience Week:** Once a year, Northwell Health kicks off a weeklong celebration of the tremendous impact our people have on our patients. Each facility is encouraged to add their own spin, resulting in red carpet events, photo booths, meditation sessions, smoothie bars, appreciation rounding by leaders, friendly competition activities, Culture of C.A.R.E. trivia and team-building activities.
2. **The President's Awards:** The highest honor at Northwell, these awards celebrate individuals and teams who represent the very best of the organization, serve as role models and demonstrate innovation in everything they do. This year's winners include a nurse whose empathy and advocacy drew praise from the widow of a patient, a chaplain working with the tiniest of patients in the NICU, and a team who used their experience to help more patients by improving emergency responses. The President's Awards celebrate team members who bring their whole selves to work, are willing to share their innovative ideas, while giving empathetic care to patients and colleagues alike.
3. **Team Lavender:** Team Lavender is an interdisciplinary group of professionals that supports health care providers in times of crisis, stress, or trauma. It is essentially a Rapid Response for team members and patients, providing emotional, spiritual, and physical support. The goal is to create an open dialogue about the life-and-death situations our people face daily and provide emotional and peer support to caregivers who experience extraordinary events. By caring for each other and promoting self-care, we can continue to support our patients and our communities.

Team Lavender arose from two tragedies in one Labor and Delivery Unit — the death of a young mother and her newborn baby, followed by the death of another mother, who left behind two newborn twins and a three-year-old son. This innovative approach has been presented at national conferences as best practice and was published in the Journal of Nursing Management in February 2019.

4. **ECFAS Fund:** The Employee Catastrophic Financial Assistance Service (ECFAS) through the Employee Assistance Program (EAP) is there when our team members need help, providing financial assistance to those facing non-recurring, catastrophic, extraordinary and unforeseen personal emergencies. The fund is intended to assist team members who have experienced an emergency situation that has caused a temporary financial hardship.

5. **Tuition Reimbursement:** Because we know each employee has unique career development needs, we provide up to \$5,000 per calendar year toward qualified tuition expenses for an Associate, Bachelor's or graduate-level degree. Eligible team members can also receive 100% employer-paid tuition expenses for a Master's degree from Hofstra University.
6. **Total Well Being:** Supporting our team members physical, emotional, mental and financial well being has been one of our main focuses in 2019. One way we support them is through the myWellness program. Using the power of mobile technology and social media, all team members can take charge of their health by tracking mood, sleep, or steps, encourage each other in making healthy choices, and develop workplace camaraderie, all while a dedicated wellness team ensures we have the right tools for our team members to reach their goals. We also offer Wellness Challenges featuring major prizes throughout the year.
7. **Supporting Expecting and New Parents:** Through our maternity support and healthy pregnancy program, we offer free coaching, consultation, risk screenings and education for expecting team members. Once the baby arrives, we offer additional programs to our new parents including cord blood and tissue banking, lactation rooms for breastfeeding mothers, family friendly employee discounts, and backup childcare.
8. **Culture of C.A.R.E. Education:** As our promise to our patients, our Culture of C.A.R.E. framework is an important part of life at Northwell Health. That's why we offer a dedicated training program to help ground team members in the concept of Connectedness, Awareness, Respect and Empathy. Since its inception, more than 70,000 team members have received Culture of C.A.R.E. education. Led by local leaders and staff, more than 550 facilitators deliver this experiential course. After all, caring runs through everything we do. It's who we are, and continues to be a driving component of our core mission, vision and framework.
9. **Center for Learning and Innovation:** The Center for Learning and Innovation is a cutting-edge 45,000 square-foot facility with a dedicated team whose sole job is to ensure our team members have every opportunity to develop new skill sets and pursue new challenges.
10. **Bioskills Education Center:** This 6,200 square-foot, state-of-the-art education facility brings the latest operative techniques to attending physicians, medical students, residents, nurses, surgical technologists and others in the medical field. The center offers surgical training, continuing medical education and research with the most advanced technologies in video and endoscopic surgical equipment.
11. **Beginnings:** A full-day, interactive onboarding session where our all of our newest team members gather with senior leaders to learn all about the organization, including our President and CEO who attends each and every Beginnings session. While there are presentations by our leaders, our new team members are the real stars. Throughout the day we inspire, engage,

welcome, connect and share.

12. **Culture Vision™:** As part of our diversity and inclusion efforts, this comprehensive resource further assists health system team members who are interested in developing their cultural knowledge by asking thoughtful questions. Considering diversity exists among individuals even within a given culture, CultureVision™ provides users with information to help anticipate needs and guide conversations. This resource provides accurate, up-to-date information on 80 cultural groups, 20 religions, and 15 additional communities.

## **COMMUNITY:**

13. **Patient Safety Institute:** Clinical education is vital to reducing medical errors and infections. In Patient Safety Institute (PSI) courses, team members can access sophisticated, high-fidelity patient simulators that create a realistic reproduction of the clinical environments in which the workforce practices.
14. **Barracks to Business:** To help veterans and their families move into civilian life, we created the [Barracks to Business](#) (B2B) program, which assists veterans in transition, by translating military skills into business strengths. Veterans have incredibly valuable skills and experience, but in many cases may not know exactly how to apply them to the civilian workplace. These free workshops help veterans understand the job-search process and create a strategy to pursue civilian employment while also introducing them to career opportunities at Northwell Health. Some of the essential job skills taught include resume writing, interviewing techniques, and networking. Since Barracks to Business began in 2013, we have offered more than 100 workshops, supporting more than 1,000 veterans in their transition from military to civilian careers. In 2018, we hosted eight sessions that supported 68 veterans and created a webinar version, which has been hosted 2,828 times.
15. **Side by Side:** This year, we created a first-of-its-kind event to honor military servicemen and servicewomen. Side by Side: A Celebration of Service took place in Manhattan on the Saturday of Memorial Day weekend. A fun-filled day of musical performances, military exhibits, and inspirational conversation, the event was designed to celebrate the service and sacrifice of our veterans. That evening, multi-platinum pop-rock band Imagine Dragons played at Radio City Music Hall, with ticket sale proceeds and corporate sponsorship funding directly benefiting our programs and services for veterans.
16. **The Well:** With one search of symptoms, it's easy to see how much misinformation is available to members of our community. To combat this issue and provide a reliable, accurate source for health and wellness information, we launched [The Well](#). A website with curated and credible editorial content, The Well has given us an opportunity to reach our community in brand new ways including compelling first-person narratives, underreported stories on underserved communities and community and industry voices, all in a beautiful site featuring original

photography and informative graphics.

- 17. Human Trafficking Response Program:** We formed our Human Trafficking Response Program in May 2017, starting at Huntington Hospital on Long Island. It has since begun training people at Lenox Hill Hospital in Manhattan and Phelps Hospital in Sleepy Hollow. About 2,000 employees have been trained, and Huntington Hospital has intervened in nine cases of human trafficking so far.

**ENVIRONMENT:**

- 18. Safer Healing Environments:** As a health system, we seek to create a safer healing environment for patients, and healthier surroundings for team members and visitors that are free from hazards posed by harmful chemicals. Northwell is reducing or eliminating the purchase of environmentally hazardous or otherwise undesirable chemicals and replacing them with environmentally preferable products. When a stronger cleaning agent is required to kill specific bacteria and germs, Environmental Services has implemented a safety program to ensure minimal impact on people and the environment. Solvents used in many Northwell laboratories are recycled rather than put into the waste stream, and the health system has reduced mercury in our hospitals by 90%.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.21: Business Description

Please provide us with a brief description of your company's primary business in lay terms. Include a description of your primary industry; products and/or services, and main customers and competitors.

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*"The goal of Northwell Health is a simple one that has been the same since its inception: be better tomorrow than we are today."* —Michael Dowling, President & CEO

### **NEW YORK'S LARGEST HEALTH CARE PROVIDER, EMPLOYING NEW YORK'S MOST CARING PROFESSIONALS**

We are Northwell Health — New York state's largest health care provider and private employer, with 23 hospitals, more than 750 outpatient facilities and more than 70,000 team members who are at the center of everything we do. Since founded in 1997, our non-profit organization has evolved into a vast clinical, educational and research enterprise, providing world-class service, truly compassionate care and cutting-edge innovation.

### **WHERE WE CAME FROM AND WHERE WE ARE GOING**

Today, we're one unified health care organization focused on our team members, customers and the community. But it wasn't always that way.

Founded in 1997 with the merger of North Shore Health System and Long Island Jewish (LIJ) Medical Center, Northwell Health was originally known as North Shore-LIJ Health System. The merger was historic, and we were nationally recognized as a leader in developing and investing in the skills and continuing education of staff and team members. However, as we grew, both organically and through the acquisition of new facilities, the brand proved confusing to consumers, medical professionals and even our own team members, so in January 2016, our organization officially became Northwell Health.

**Our Mission:** To improve the health and quality of life for the people and communities we serve by providing world-class service and patient-centered care.

**Our Values:** Our culture is built on shared values that inform the work we do, how we treat each other and the standards to which we hold ourselves every day:

- **Truly Compassionate:** Every moment matters. We're passionate about caring for our patients, our communities and each other, keeping everyone safe and well.
- **Truly Innovative:** We never settle. We're pioneers, always curious in our everyday tasks and our quest to shape the future of health care.
- **Truly Ambitious:** It's our ambitious spark that changes lives. We seek integrity and excellence, while taking every opportunity to spread our wings and redefine what it means to work in health care.

- **Truly Together:** We rely on each other. We couldn't do it on our own and trust each other to perform seamlessly as one.
- **Truly Ourselves:** We are all unique. We stand united, proud and respectful, always celebrating our differences.

**Our Vision and Brand Promise:** In 2016, we unveiled our Brand Promise: Transformative leadership driving the future of health, wellness and quality of life.

**Our Employee Promise:** In 2017, we launched our new [employee promise](#) with the rallying cry “Made for this™”. “Made for this” isn’t just a saying or a tagline, it’s a way to capture who we are, how we live and why we come to work each day. It’s our promise to each other and future team members. It’s what you get for what you put in. Built by the people, for the people.

**Our Culture of C.A.R.E.:** To standardize our patient experience, we introduced the Culture of C.A.R.E., **Connectedness, Awareness, Respect and Empathy**. It’s how we deliver on the expressed and unexpressed needs of our patients and their families.

Throughout our Culture Audit, we’ll talk more about our values and our three promises and how they are reflected in everything we do — from patient care, to innovation, to our overall commitment to developing and caring for team members.

**(NEW) Health Care Reboot:** This year, our CEO Michael Dowling published his book about the state of health care and the reasons to be optimistic about where we’re headed. He focuses on the importance of truly listening to and engaging employees, the challenge and excitement of transforming research into opportunities to provide care in new ways, the importance of education, and the need for thoughtful reform and innovations that will benefit society as a whole. As a dynamic and inspirational leader, Michael’s influence is felt across our whole organization and is reflected in the work we carry out in clinical care, research, and education as well as through our philanthropic and CSR efforts.

## **CLINICAL SERVICES**

Each year, we care for more than two million people across the metro New York area and beyond. In 2018, that included 39,200 births, 868,291 emergency visits and 924,990 home health visits. We proudly serve one of the most diverse communities in the country, with more than 175 languages spoken in our service area.

Our 4,000 physicians and 16,000 nurses provide care in 23 hospitals and through 750 outpatient sites where patients can receive care locally, including cancer care and surgery, that would previously have required that they go to a hospital.

Our medical teams also help out in the aftermath of disasters, volunteer to lead patient education classes, and contribute in numerous ways to improving public health across New York. We’ll talk more about this in subsequent Culture Audit sections.



While our number one goal is to improve the health of the communities in which we serve, we are aware that we're competing against the other health systems in the region for resources, patient trust and top talent. Our main competitors include Montefiore Health System, Mount Sinai Health System, New York-Presbyterian and NYU Langone. Though every health care organization has protocol and compliance standards they must follow, we believe our dedication to providing patient-focused care and our belief in and commitment to each other has helped us become the leading health care provider in New York State — a trusted partner that patients turn to for excellent, compassionate care. We're here to serve our communities by improving health and quality of life — all with a simple, continuous goal: to be better tomorrow than we are today.

An example of that is the way that we are incorporating Teledocs/Telehealth into our system to extend care beyond our facilities. (NEW) On April 19, 2018, [we opened](#) our new emergency room telepsychiatry center at our Lenox Health Greenwich Village hospital in Manhattan. The 770-square-foot center is connected to 15 Northwell Health-managed emergency departments throughout New York. It provides remote, around-the-clock consultations for mental health patients that come to our emergency rooms, through nine video-equipped workstations that are staffed by 23 psychiatrists and nine behavioral health clinicians. Beyond consultations, this new program also facilitates patient transfer and admitting services, which can lower the number of patients in emergency rooms and get them to inpatient psychiatric beds faster.

We're never satisfied, so we search for innovation in everything we do. We are explorers making extraordinary discoveries, pioneers made for breaking conventions, and team players providing unwavering support. Working at Northwell Health is not for the faint-hearted. It takes courage and determination to do what we do — but even more than that, it requires team members to have the desire and the drive to deliver care that changes lives.

## **RESEARCH**

Beyond the life-changing medical services we provide directly to patients, our organization also includes the Feinstein Institute for Medical Research (FIMR) — the only research institute in the metro New York area solely dedicated to discovering new diagnostics and therapeutics for human disease. Here we house 11 Centers of Excellence and 50 research laboratories that are in the top echelon of the National Institute of Health grant-receiving institutions. More than 10,000 patients are enrolled in approximately 1,300 active clinical protocols as part of our translational research program, which has already led to over 200 patents in 80+ distinct fields.

As leaders in bioelectronic medicine, immunology, neuroscience, cardiopulmonology, oncology, psychiatric disorders and the molecular genetics of disease, our 4,000 scientists, researchers and support teams are dedicated to discovering new treatments and therapies to make this a healthier world. (NEW) For example, in 2018 FIMR identified a way to diagnose endometriosis, which may lead to earlier and more effective treatments for this disorder that affects one in ten women. Also, in 2018, FIMR was the first to decode specific signals the nervous system uses to communicate immune status and inflammation to the brain. This is a step forward for bioelectronic medicine as it provides insight

into diagnostic and therapeutic targets, and device development. This year, FIMR with GE Research found that ultrasounds can regulate dysfunction in the body's metabolic or inflammatory control systems.

## **EDUCATION**

At the visionary Donald and Barbara Zucker School of Medicine at Hofstra/Northwell, the first allopathic medical school in Nassau County, New York, we are training future health care professionals so they can help patients and their families, improve communities and inspire change. Through the Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies, we're working to meet the growing need for talented nurse practitioners and physician assistants to deliver on our commitment to community-based health care.

From the routine to the extreme, we at Northwell Health have the power to transform everyday actions of caring and compassion into something life changing.

## **NORTHWELL HEALTH AT A GLANCE:**

- Largest private employer in New York State with more than 70,000 team members
- 14<sup>th</sup> largest health system in the nation
- 23 hospitals with 6,675 hospital and long-term care beds
- 4,000 employed physicians and 16,000 nurses
- More than 750 ambulatory and physician practices
- 2 million+ patients treated annually
- 5.2 million patient encounters annually
- 2018: Nearly 39,200 births, and more than 868,291 emergency visits, 301,608 hospital discharges, 924,990 home health visits, 220,095 ambulatory surgeries, 115,485 ambulance transports
- Six Magnet-designated hospitals recognized for nursing excellence
- Contributes more than \$1.3 billion in community benefits
- Established in 1999, [The Feinstein Institute for Medical Research](#), our biomedical research arm, includes more than 4,000 scientists, investigators and other team members
- Medical schools include: [The Donald and Barbara Zucker School of Medicine at Hofstra/Northwell](#) (founded in 2010) and ranked #72 Best Medical School: Research by U.S. News and World Report; the [Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies](#) (founded in 2015)
- Formed strategic alliances with internationally renowned institutions such as the [Cleveland Clinic](#), [Cold Spring Harbor Laboratory](#) and the [Karolinska Institute](#) in Sweden
- #13 nationally in [the Best Workplaces in Health Care and Biopharma 2018 list](#)
- Recognized on the 150 Top Places to Work in Healthcare 2018 list
- Named to the [2017 Best Workplaces for Diversity list](#)
- Ranked #2 on [DiversityInc's Top 50 Companies list for Top Hospitals & Health Systems in 2019](#) and ranked #5 in 2018

- One of the World's Most Ethical Companies by the [Ethisphere Institute](#) — awarded every year since 2015
- Recognized as one of the nation's top employers for military veterans
- Numerous recognition awards for compliance training and risk assessment, vendor relations, and patient-facing areas including HIPAA implementation, and identity theft prevention programs
- President and CEO Michael Dowling ranked 38th on [Modern Healthcare's 2017 "100 Most Influential People in Healthcare"](#) list
- President and CEO Michael Dowling named most respected CEO on Glassdoor
- Mark Solazzo, COO, recognized as one of the top 25 COO's in the country by Modern Healthcare magazine
- In 2018, the Sandra Atlas Bass Heart Hospital at North Shore University Hospital (NSUH) achieved the nation's highest [overall quality ranking in cardiac surgery](#)
- In 2019, Southside Hospital was named [one of the nation's 50 Top Cardiovascular Hospitals](#) by IBM Watson Health
- [The US News & World Report 2019-2020 Best Hospital rankings](#) named five Northwell hospitals as being one of the top 50 hospitals in the country, including North Shore University Hospital (nine clinical areas), Lenox Hill Hospital (six clinical areas), LIJ Medical Center (six clinical areas), Huntington Hospital (one clinical area) and Staten Island University Hospital (one clinical area)
- Cohen Children's Medical Center ranked by US News & World Report as one of nation's top 50 children's hospitals in eight pediatric specialties

As Northwell Health continues to grow, our mission, our vision and our values will remain central to the success of our brand and who we are. That will never change.

As a nonprofit, we do not answer to shareholders. Rather, we are committed above all else to our community and the patients we serve. That is our mission.

And, we will always strive to innovate and transform the future of health, wellness and quality of life. That is our vision.

**We are Northwell Health and we are Made for this.**

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

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### **Question 6.22: Executive Effectiveness**

**Please help us understand the approach your executive team takes to developing and managing its business strategy. What is the “true north” or overarching philosophy that defines why you do what you do and guides your business decisions? (Please share examples of what this looks like in practice and how employees at all levels of the organization apply it.) How did you develop your strategy? Who was included and how? How is the strategy being implemented and communicated to all levels of the organization?**

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At Northwell Health, our “true north” is the belief that when it comes to health care, we can find a better way. We see health care as an ever-evolving service, and we’re driven by the need to innovate, whether that’s considering new ways for our environmental services department to support operations, the way we offer care on our patient floors, or the projects we choose to focus on in our research labs. Our goal has always been to be better today than we were yesterday; better tomorrow than we are today. It is a singular focus. It is the Northwell way.

In the 1990’s, our strategy was to create a health care system for New York. That meant bringing together numerous hospitals — we went from 2 to 23 — and integrating them with common leadership, common quality metrics, and a common system culture. For the first ten years, our focus was all about integration to better serve our communities across New York. The past few years have also been transformative. Not only have we changed our name and introduced a new employee promise, but the health system also looks a good deal different than it did before. For instance, we now have 750 ambulatory sites where people can receive care outside of the hospital setting, including surgery and cancer care that people would once have had to travel to hospitals to receive. We’re also one of the largest academic institutions in the United States and in the top 10% of research organizations.

As we look to the future, the potential to improve health care is boundless. We’re already incorporating technological advances such as AI and telemedicine into our strategy, and the growth in implantable and wearable devices is going to massively increase our reach. Our strategy must balance maintaining and improving care for our communities with pushing the boundaries of academic and research interests, all while managing the impact of exciting discoveries and new technologies.

As we continue our evolution, both geographically and operationally, our strategy guides us to invest in bioelectronic medicine, cancer, and neurological research to help eradicate disease. It provides a framework for our 70,000 team members to continually improve and enhance the patient experience. It nudges us to seek out new and diverse strategic partners who also see the potential to find new ways to improve the care we provide to our patients.

We make a promise every day to give those who rely on us our very best. We are grateful for the privilege to provide care to those in need and thankful for the good fortune to partner with those who share our ongoing vision and mission of service. Our strategy is rooted in the choice we have made to give the best of our energy and skill to dreaming the impossible and finding a better way for health care.

## **A LONG-TERM VISION**

In the long term, finding a better way for health care means improving the health of the communities we serve by providing the highest quality clinical care; educating the current and future generations of health care professionals; searching for new advances in medicine through biomedical research; promoting health education, and caring for the entire community regardless of the ability to pay.

Our strategic vision and our core competencies guide the acquisitions we choose, the partnerships we enter into, and the way we educate and provide opportunity for our team members.

## **A FOCUSED STRATEGY**

We base our strategy on five core competencies that serve as guideposts, directing our decisions about how to expand our capabilities, shape the future of care, and achieve our long-term vision. Every action we take – for our team members, patients, and community – stems from these five principles.

- **Patient-Centered Care:** Results for patients and the community define our success.
- **Optimum Physician Leadership and Involvement:** Physicians, administration, and nursing all work together to serve our community.
- **Commitment to Clinical Quality:** We keep patients safe and provide cost-effective care.
- **Commitment to Transparency:** With our team members internally and our community externally, we are open and honest.
- **Commitment to Innovation and Transformation:** We are not bound to the status quo.

## **OUR SHORT-TERM GOALS**

In the short-term, these commitments translate to taking actions, entering partnerships, acquiring new facilities, and educating tomorrow's health care professionals and leaders in ways that allow us to be flexible and innovative. In an industry that is forever changing and under stringent regulatory supervision, there's a lot to manage, and there's a lot at stake. With this in mind, we break down our goals and develop actions to support those goals:

- **Quality:** To become the leader in providing quality health care, which can be defined and measured.
- **Research:** To improve the human condition by advancing disease-oriented, basic scientific and clinical research.
- **Education:** To provide an exceptional learning environment for all of our team members and students.
- **Operational Performance:** To act as a cohesive system and be recognized as the provider of choice, which is operationally efficient and financially successful.

- **Service Excellence:** To provide an environment in which patients, their families, and physicians are highly satisfied with the care and services offered here.
- **Workforce Development:** To become an employer of choice through the development and support of competent, motivated, and productive team members.
- **Promoting Community Health & Advocacy:** To become an indispensable community asset by responding to identified health needs through education, advocacy, partnerships, and programs, which result in improved access to care and health outcomes.
- **Physician Partnerships:** To become the preferred hospital partner for physicians practicing in the service area.

### **How Strategy Guides Our Acquisitions**

As a growing hospital system, we look at acquiring and integrating other facilities that complement our mission and extend our ability to offer the best in health care to our communities.

Today, you'll find Northwell Health caregivers on Long Island, in Manhattan, Brooklyn, Queens, Staten Island, and Westchester County, and affiliations that extend around the globe, all focused on delivering extraordinary, affordable care to the communities we serve.

There are several strategic pillars we consider when looking at a potential acquisition, including whether the purchase will improve our ability to provide patient-centered care; if the facility or practice is within a location that is currently underserved by our organization; and if it will allow us to increase market share and provide innovative services to our patients and the communities that we serve. While these considerations are important, our first goal is to ensure that the people of the institutions we acquire feel welcomed into the Northwell Health culture and gain a real understanding of what's expected and how we work together. CEO Michael Dowling makes a point of meeting with all new team members to answer their questions and lay out the importance of our shared goals and shared standards. *"It's all about the people,"* he says. *"You can have wonderful facilities, great IT, and so on, but it all comes down to the people."*

Our facility expansions have included cutting-edge treatment centers like The Charles and Helen Reichert Imaging Center at Huntington. The facility is part of Northwell Health Imaging, the first practice in New York State to be designated by the American College of Radiology as Diagnostic Centers of Excellence. Other recent growth milestones include:

- **Huntington Hospital** unveiled its new \$53 million **Emergency Department** in January 2017 adding 28,000 square feet that will enable the hospital to accommodate up to 64,000 patient visits per year. The new facility features 47 treatment spots and 12 private results waiting rooms.

- **Mather Hospital** joined Northwell Health in December 2017. Located in Long Island, Mather Hospital has more than 2,600 team members and has more than 600 staff and affiliated physicians.
- The **Heart Transplant Center** at the **Sandra Atlas Bass Heart Hospital** at North Shore University Hospital (NSUH) in January 2017. North Shore is now a quaternary hospital, performing heart transplants, with kidney and liver transplant capability on the way. As the only hospital on Long Island to perform most of these procedures, the center allows patients to receive care closer to home as well as an opportunity for our talented team to practice in their specialties in their local community.
- **Southside Hospital** opened the **Bohlsen Family Emergency Department in 2016**, a \$60 million investment that added 30,000 square feet, tripling the size of the hospital's Emergency Department. Phase II, completed in 2017, added another 20,000 square feet at the cost of \$16 million.
- The **Imbert Cancer Center** opened in Bay Shore in late 2016. The \$46.5 million, 46,000 square-foot facility establishes a major presence for the Northwell Health Cancer Institute in Suffolk County. The multi-specialty staff treats all forms of cancer via all modalities.

Our commitment to excellence and continual improvement is never-ending. We are ever-growing, ever-searching, ever-reaching to find a better way for health care, one that brings the best care and services to patients and families and provides the best opportunities for team members to innovate and excel.

### **How Strategy Guides Our Partnerships**

Technological advances are at the forefront of medicine today, supplementing the personal skills of our team members and allowing them to achieve more for our patients. As part of our truly innovative culture, we believe that it's vital to keep abreast of new developments and adopt new approaches. Therefore, our strategy includes developing partnerships with other organizations leading the way in medical technology, as well as creating opportunities for innovation within Northwell.

For example, in 2017, we introduced a partnership with [Peerbridge Health to improve remote medical monitoring of patients by using wearable sensors](#). A health system getting into wearables may seem non-traditional, but it's part of an overarching strategy to introduce innovative and disruptive technologies that will help shape the future of health care delivery. The Centers for Disease Control & Prevention estimate that cardiovascular disease will cost the U.S. health care industry more than \$818 billion by 2030. We hope that making use of more efficient monitoring tools can help to improve treatment and outcomes to reduce the costs associated with heart disease.

Our innovation doesn't stop there. As we discuss in Section 6.25 – Inspiring, we partnered with two Long Island-based firms — a prosthetic design firm and a commercial-grade 3-D manufacturing company — to

create the first-ever, fully functional, prosthetic swim leg for Marine Corporal Dan Lasko, who lost his leg in Afghanistan.

*“I can’t tell you how many amputees around the country — around the world — won’t even go swimming because they don’t have anything,”* said Dan. The swim leg created by Northwell Health not only got him back in the water but brought joy to his wife and two young sons. *“These kids love the water, and as a dad, I don’t want to do anything to hold them back.”*

Inside Northwell, we created the Center for Health IT Innovation to identify and foster groundbreaking health IT projects that can engage patients and enhance the growth of Northwell Health enterprises.

These, of course, are just a few examples of how we’re using innovative technology to shape the future and expand our leadership position. You’ll read about other innovations and our approach to capturing ideas and developing new ways of approaching everything from patient care to growing our own food throughout the Culture Audit.

Beyond technology, we’ve established partnerships and even new companies to expand the level of care. Some of the highlights include:

- **Health Connect Technologies LLC**, a joint venture from Northwell Health and Newport Health Solutions, LLC, was created to better connect physicians and hospitals in the New York region. Health Connect was implemented at Lenox Hill Hospital and its affiliated facilities throughout New York City after a successful year-long pilot.
- Our accountable care arrangement with **Empire BlueCross BlueShield** covers more than 33,000 commercial and Medicare Advantage members. Under the agreement, Northwell Health coordinates care through Northwell Health Premium, an integrated network of over 5,500 primary care and specialty physicians and other health care professionals in the New York metropolitan area, by creating accessible, integrated care focused on the needs of eligible Empire members.
- A **joint agreement with Aetna** covers approximately 30,000 commercial members in a value-based collaboration designed to enhance patient care coordination, improve quality health outcomes, and reduce health care costs. The agreement features a new payment model to reward Northwell Health Premium providers for meeting quality and efficiency measures.
- A partnership with **Optum360**, the leading national provider of health care revenue cycle services, enables us to collaborate on managing the overall revenue cycle.
- Did you know 1 in 2 adult Americans has a musculoskeletal disorder? As half owners of **Salaso**, a telehealth platform, we’re working to combat these disorders through prevention and rehabilitation. With more than 2,000 videos of exercises, remote monitoring of progress and



goal setting, the platform helps patients in a variety of ways and our STARS, physical and occupational therapy services plan to use it to supplement in-person visits. Internally, our wellness team is in talks to offer the platform to team members, and we've built the tool into our Home Health Aide training program.

- **Gender reassignment:** Northwell Health is dedicated to providing leading-edge health care and world-class resources to meet the needs of our LGBTQ community and has partnered with UnitedHealthcare to cover up to \$75,000 lifetime maximum for full gender reassignment.

### **COMMUNICATING OUR STRATEGY TO OUR TEAM MEMBERS**

During the first quarter of each year, our CEO and COO share the strategy and goals for the coming years through Cascading of Goals. This is a town hall session held at each of the primary business units with mid-level leaders and above. There are typically 25 sessions held in February and March with the information presented as a look back on the progress made and the successes of the previous years, as well as the path forward for the current year and years to come. Each leader who is in attendance is responsible for sharing the information with their respective teams. Leaders share the goals and the year's strategy with all team members through various local channels as appropriate (e.g., Town Halls, Google Hangouts, Coffee Chats, Huddles, and more). During periods of change, such as an acquisition, team members are notified using multiple channels, including Town Hall meetings, standing departmental meetings, New Hire Orientation, company newsletters (e.g., E-News Bulletin). *(For more about communication, see Section 6.26 – Speaking.)*

As we look ahead, both short- and long-term, we will continue our mission of advancing health care by making the decisions that are in the best interest of the communities we serve, our medical staff and our team members.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### **Question 6.23: Hiring (Recruiting)**

**When recruiting talent, how do you ensure job candidates fit your culture?**

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At Northwell Health, we believe in acting with intent, with heart and with a passion for making people's lives better — and we look for individuals who share that same spark.

The attributes that most closely define Northwell Health's culture are commitment, work ethic, determination, flexibility, innovation, and inclusion.

The people who thrive here are driven by a passion to serve communities with the highest standard of care — even our team members who don't work directly with patients apply an entrepreneurial lens to the challenges they face. Northwell Health's culture fosters a spirit of innovation that is transforming health care. Our people value respect, fairness, dignity and want to be part of an inclusive environment where they can bring their true selves to work.

**With our three promises at the core (brand, patient and employee), our recruiting strategy focuses on attracting and hiring those who truly fit into our “Made for this” culture, share our values and exude our passion for care.**

Today, our recruiting strategy is operating at a level that far surpasses our competition in the health care industry and is on par with many of the business and technology leaders we compete with when it comes to non-clinical roles. We've implemented an integrated marketing strategy that includes communicating our brand on social media, promoting veterans' programs, offering inclusion programs and dedicated inclusion resources, encouraging internal mobility, hosting job fairs, and much more. In short, we take every avenue to inspire and excite talent about career opportunities and our culture, allowing prospective team members to get to know the Northwell Health experience well before they join the team — and based on the response, we know it's working.

#### **A TRULY TALENTED TALENT ACQUISITION TEAM**

Finding quality candidates who will not only flourish in our unique culture but will also make us stronger isn't always easy — especially in fields such as nursing where there is a labor shortage. Thankfully, we have a passionate, dedicated and diverse Talent Acquisition (TA) team guiding the way. This department includes more than 100 people who support the entire organization, including onboarding, recruiting, candidate engagement and experience, sourcing, workforce readiness, internal transfers, and executive searches. They manage approximately 2,200 open requisitions each day. Together, the team is focused on quality, effectiveness and most importantly, cultural fit. In the twelve months ending 6/30/2019, there were more than 50,000 recruiter interviews and 25,000 hiring manager interviews. This data is exclusive of Physician and FlexStaff recruitment.

Last year, we expanded our sourcing team and realigned our TA team, shifting to a nine-team regional structure. Each regional team has a Senior TA manager, manager and recruiters. This restructuring has

allowed the team to better partner with their hiring managers and have a deeper understanding of their locations and their needs. After all, to find people who can be truly successful at Northwell Health, our recruiters need to be able to identify those who not only will embrace our overarching culture and values, but also who can be successful in each specific region, facility and department.

We've created a "Made for this" Recruiter Guide with tips, tools and messages that empower our team to have more productive conversations with prospective team members and hiring leaders. The guide also encourages frank, candid conversations that help the recruiters determine if a candidate is truly "Made for this" through our cultural fit questions.

The TA team is high-touch and engaged throughout the recruiting processes for both union and non-union hires. We pride ourselves on providing exceptional world-class services to our patients and customers and believe we should set the tone on day one with our candidates, as well as ensuring they get a taste of the Northwell culture from the start.

We believe in being real with our candidates about the truly meaningful, yet sometimes stressful roles they're considering. We know that working for Northwell Health is not for everyone, which is why we began a multi-year project to help assess applicants' cultural fit to our organization as part of the hiring process. The goal is to help decrease turnover in the first two years across our organization through:

- **Education:** We have educated all recruiters on how to talk honestly about our culture – both the good days and the challenging ones – to provide applicants with a more realistic preview of what it's like working here.
- **Behavioral Interviewing:** We've trained our hiring managers and recruiters on how to use behavioral interviewing techniques to assess a candidate's fit. Our updated interview protocol evaluates cultural fit early in the interview process by focusing on questions that address our five values — benefiting both the candidate and our own organization. Hiring managers are required to take an in-depth **Hiring for Success** class featuring best practices for interviewing techniques and styles, and learn how to look for cultural fit and alignment with our values using questions such as:
  - *"Tell me about a time when you have needed to say no to a customer/patient. How did you do this and still maintain a positive relationship? What was the outcome?"*
  - *"Tell me about time when you brought an innovative idea to your team. What did you do to ensure it was successful? What was the end result?"*
  - *"Tell me about a time when you took a risk to achieve a goal. What was the context? Describe your approach. What was the outcome?"*
- In addition, our Candidate Evaluation Form now includes questions such as "Does the candidate meet and display our core values? Truly Compassionate, Truly Innovative, Truly

Ambitious, Truly Together and Truly Ourselves?”; “Do you think this candidate would leave a positive impression on our patients?”; and “Is the candidate “Made for this”?

- **Standard measure of organizational fit:** Throughout this year, we’ve been developing and piloting a fully validated measure of organization fit to be used during the selection process. This has helped us remove individuals from the costly and time consuming parts of the hiring process (i.e. interviews) if they are not a strong fit for the organization.

And to continue to enhance our candidates’ experience, as well as our team members’ efforts, recruiters have access to supporting technologies to help with their recruitment efforts. Montage, a self-scheduling program that allows candidates to easily schedule interviews and exploratory conversations with TA team members by sharing direct access to their calendars, is a technology that has drastically reduced our scheduling time and increased candidates’ response rates. Since January 1, 2019, 70% of candidates scheduled in less than 24 hours (up 10% for the same time frame last year), and 40% in less than 5 hours (up 18% for the same time frame last year), 7% scheduled in less than 30 minutes last year (January - May) and 10% scheduled in less than 30 minutes this year.

In 2019 we launched a Stay Interviews pilot as part of our broader efforts to create an integrated and dynamic system-wide experience for team members and leaders to better understand the drivers of new hire voluntary turnover among registered nurses (RN) and advanced care providers (ACP). We are partnering with the Work Institute to pilot this initiative. Our research partner conducts these interviews via e-mail at 30, 120, and 270 days post hire to schedule phone-based interviews, which will be aggregated to ensure individual survey responses remain confidential.

Part of ensuring that candidates are a great cultural fit is building a pipeline of future talent that has a thorough understanding of who Northwell Health is, and what we stand for. We have expanded our campus recruitment strategy to include enhanced interactions with students through targeted on-campus presentations/interview events, hospital/facility tours, workshops and webinars, all focused on establishing relationships with students well in advance of the new graduate’s job search, and ensuring they understand our value-centered approach to health care. We have partnerships with top colleges, universities, technical schools and LIRACHE (Long Island Regional Advisory Council on Higher Education) to ensure we are well connected with schools in our area. Currently, we are actively involved with 20 institutions, with 10 new partners added in 2018 (six of which are rider affiliation agreements). We also partner with them to develop new courses that meet the changing needs of health care.

Looking ahead, we are continuing to build out our TA team and developing career paths for our recruiters so they can be true advisors and grow within their roles. We are leveraging innovative big data technologies that will transform our TA organization, applying analytics across the acquisition process to ensure we are making data-driven decisions. We are looking at operational reporting, trend analysis, scenario planning and much more.

## **UNLEASHING THE POWER OF DIGITAL AND SOCIAL MEDIA**

We believe the best way for prospective team members to get a feel for our culture is by experiencing our values and getting to know our people. So, we use integrated marketing, including social media, to share videos, patient stories and provide countless opportunities for job seekers to get to know Northwell Health. First published in 2017, our quarterly [Nursing eBook](#), called “The Rounds,” continues to drive enthusiasm among current and prospective team members with heartfelt articles and insight into the wide range of opportunities for a nursing career at Northwell. Since April 2018, there have been more than 16,500 page views to The Rounds.

While the health care industry has been slow to embrace social media, our efforts across Facebook, LinkedIn, Glassdoor, Instagram and Twitter truly stand out, not only increasing engagement with our current team members, but also reaching those who may one day join our team.

Today, Northwell Health finds some of our most ambitious candidates through social media. Tens of thousands of people have been driven to our application site directly from our social posts and targeted marketing and paid campaigns. In fact, nearly 50% of our hires come from targeted media including ecards and social media, as well as digital media (e.g., targeted banner ads and job boards). On each of these channels, we regularly share stories and videos about Northwell Health’s facilities and team members, as well as positive feedback and testimonials from patients, showcasing the critical and heartwarming work taking place throughout our organization.

Sharing real-life experiences of working at Northwell is a useful way for us to ensure that we attract candidates whose values match ours, building cultural fit into the attraction and application processes from the very start.

Some of our most successful digital channels include:

- **[Northwell Health Careers Website](#)**: In 2018 and 2019 we’ve continued to enhance the candidate experience by adding Google Cloud search, additional targeted pages such as Diversity and Inclusion, Culinary, Cancer Institute and ACP.
- (NEW) This year, we launched a [Careers website page focused on culinary jobs](#), showcasing Northwell’s new tuition forgiveness program for eligible Culinary Arts degree graduates.
- **[Northwell Health Careers Blog](#)**: Featuring at least two posts per week, this public blog is dedicated to our team members, both current and future. We spotlight [inspiring career stories](#), [answer questions](#), promote recruiting events and highlight new openings or opportunities. Prospective team members can get a feel for our organization and the people who work at Northwell Health. We’ve continued to refine our targeted content strategy by publishing features on career progressions and introducing new series on the blog, such as [Truly ACP](#) which highlights our Nurse Practitioners and PAs and how they live our values at work and in their personal life. We’ve continued to publish our [“An Appointment with ...”](#) blog series, which

features an insightful Q&A with some of our senior executive leaders. And our “[Wellness](#)” blog series shares employee stories about health, fitness and wellbeing. We’ve also introduced an [Advice Series](#) to provide interviewing, resume and career advice from Northwell’s team members, as well as [This is Healthcare](#) video series in which employees share “a day in the life” from their point of view. So far in 2019, we’ve had more than 125,000 blog views.

- **[Facebook](#) and [LinkedIn — Northwell Health Careers](#):** More than 20,000 people “like” our Northwell Health Careers Facebook page, and LinkedIn has almost 90,000 followers, where we keep candidates informed of recruiting events and education programs, while diving into leadership series and FB Live events that allow candidates an in-depth look into our culture throughout the many different sites and facilities.
- **[Facebook Live Events](#):** Last year, we started a Facebook Live series where we can connect in real-time with prospective team members who are interested in learning about joining our team. [In our first session](#), we featured members of our TA team and discussed their tips and best practices for joining Northwell Health. In [the second session](#), we interviewed recent grads from our High Potential Development Program, which is a program designed to build an internal pipeline to identify, develop and promote talent from within. *(For more on our High Potential Development Program, see Section 6.30 – Developing.)*
- **[Instagram — Northwell Life](#):** 12,000 people follow us on Instagram where posts about working at Northwell average hundreds of likes. Our announcement that our president and CEO Michael J Dowling was named a 2019 Glassdoor Top CEO garnered 1,356 likes and 15,330 impressions; our pediatric mascot Phil the fish gained 1,391 likes and 15,223 impressions; our therapy pup Astra earned 1,116 likes and 13,527 impressions; and summer nurse externs had 797 likes and 11,405 impressions. We leverage the engagement of the newsfeed items to cross promote and drive to our Instagram Stories so they learn a bit more about #NorthwellLife. In 2019, we started to utilize IG stories to provide live updates from Northwell initiatives and events, promote upcoming recruitment events and more. For example, we attended PA on the Plaza with the Today Show and posted live from the event.

(NEW) This year we launched a branding campaign for our Culinary team to attract Executive Chefs, Chefs, Cooks and hospitality candidates to elevate the culinary experience at Northwell’s hospitals because we believe food has the power to heal. As part of this, we leveraged the power of video and partnered with an external vendor to film recruitment videos for positions within the Culinary department. In a similar vein, we also filmed recruitment videos for other key areas such as Nursing, Advanced Clinical Provider (ACP), Information Services, Lab and more.

We also use our digital channels to drive attention to numerous recruiting events we host each month. In most cases, we target specific areas; however, some events are broad and open to any role. We also host Meet Ups, where we work with local stores to promote their business while also introducing our brand to potential hires. Aside from treating recruits to breakfast or lunch, we frequently provide

continuing education gift cards to those who attend, further driving our mission forward of supporting continuing education, growth, and development.

Through each of our channels and in-person events, we make sure that our culture is front and center. We want potential hires to understand how it feels to be a part of our team and attract the candidates who truly share our values.

### **RECRUITING A DIVERSE WORKFORCE**

At Northwell Health, we hire for thousands of different positions. With so many new, innovative opportunities, it is our goal to provide a supportive, caring and inclusive environment in which our employees can make the most of their skills and abilities.

Our new, highly visible Careers website includes information around Northwell's diverse culture, which includes our team members and their career stories, blogs about Northwell's celebrations, events and initiatives, an introduction to our Inclusion Specialist (disability), Northwell's diversity mentoring and development programs and Business Employee Resource Groups (BERGs).

Northwell Health leaders, including the CEO, are committed to the principles of Equal Employment Opportunity and Affirmative Action. The Careers website and its resources are just some of the examples of the integrated, diverse, and comprehensive approach to hiring, training, promoting, and supporting diversity that includes insisting on a diverse slate of candidates for VP and above positions, posting positions to minority, disability and Veteran job boards, developing a network of partners that align with our diversity and inclusion strategy, and positively encouraging candidates from different backgrounds, including those who are Justice Involved (candidates with misdemeanor and criminal convictions) to consider joining the Northwell family. *For more on our diversity and inclusion efforts, see Section 6.32 – Caring (D&I).*

### **A HOME FOR VETERANS**

At Northwell Health, our culture revolves around service, diversity and inclusion, and commitment to our community and each other. We've found that this matches well with the inherent work ethic and leadership capabilities of military veterans. As part of our recruiting strategy, we actively seek to hire qualified veterans, National Guard members, reservists and military spouses. We're proud to have been recognized as a [Military Friendly® Employer](#) each of the past five years, with a gold rating for 2019 as a top 10 employer.

We're also members of the Veteran Jobs Mission and other programs committed to serving those who've done so much to serve us all. Additionally, once reservists or veterans serving in the reserves become Northwell Health team members, we continue to pay the difference between their military salary and their Northwell Health salary while they are on military duty to ensure they continue to receive their full salaries while they are supporting our country.

*"I owe a lot of thanks to the kind staff I work with. They are very considerate of me whenever I need to take time off for military training. Thanks to Northwell Health, my transition from the military has been smooth and easy."* —[Davesha Taylor](#), Reservist and Core Laboratories Clerk

To help veterans and their families move into civilian life, we created the [Barracks to Business](#) (B2B) program, which assists veterans in transition, by translating military skills into business strengths. Veterans have incredibly valuable skills and experience, but in many cases may not know exactly how to apply them to the civilian workplace. We're here to help. These free workshops are designed to help veterans understand the job search process and create a strategy to pursue civilian employment while also introducing them to career opportunities at Northwell Health. Some of the essential job skills taught include resume writing, interviewing techniques, and networking. Since Barracks to Business began in 2013, we have offered more than 100 workshops, supporting thousands of veterans in their transition from military to civilian careers. In 2018, we hosted eight sessions that supported 68 veterans. We also created a 60-minute webinar version of the Barracks to Business (B2B) program, designed to accommodate Veterans who are unable to attend the 2.5-hour workshop. Our veterans are also prominently featured on our [careers blog](#).

Jared Singer attended a military veteran career event so he could meet with recruiters. *"No hospital would take a chance to invest in me besides Northwell Health,"* says Jared. *"The military veteran career event let me promote what I could bring as an individual to recruiters, directors, and I even personally met Northwell's President and CEO Michael Dowling. I felt a part of the team as soon as I walked into that event."*

*"After my military service, I was hired as a per diem employee at North Shore University Hospital. This gave me the flexibility to be a full time student at SUNY Farmingdale and made me feel part of a team again. In that role, both my leadership and my peers were aware of the hardships I faced overseas. They provided me with the support I needed to be successful in both school and my career and for that, I will always be grateful."* —Matthew Scanapico, Project Manager of Ambulatory Operations in the Western Region, reflects on his time as a Sergeant (E-5) in the US Army.

*"Northwell Health is very pro-veteran. The health system values their experience and expertise and understands how that can translate into a veteran becoming a superior member of our health care team. Northwell has many programs available to assist veterans to integrate into the civilian health care sector and there are many veterans who are valued team members in every level of the organization."* —Chris Summers, PA, QA, education coordinator and critical care specialist and Coast Guard veteran

*"Northwell's commitment to veterans is nothing short of exceptional. Everything from job fairs, webinars, workshops, and an active community fosters an environment that not only welcomes veterans but provides a platform to thrive in the civilian world."* —Rose Powers, RN and Army veteran

Beyond Barracks to Business, we have a [personalized careers page](#) specific to all information veterans might need to know about Northwell Health, including recruitment tips and a military timeline to help



them with their transition. From 2017 to 2018, we saw a 93% increase in page views, thanks to our candidate outreach strategies. We also partner with more than 200 of the most reputable organizations, including the National Veteran Jobs Mission, U.S. Undersecretary of Defense, Student Veteran College Network, and many more. We have proudly hired hundreds of veterans, surpassing Northwell Health's goals each year. In just the past two years, we have matched thousands of veterans to careers across the organization.

Below are additional resources to boost veteran hiring. While many of our resources are focused on finding veterans who are a good cultural fit for Northwell, we also have resources available to simply support servicemen and servicewomen in navigating civilian life because we believe it's the right thing to do.

- **(NEW) Veterans Day Interview Day: Hiring for Success:** In honor of Veterans Day, Northwell Health hosted a Veterans interview day. More than 40 veterans attended this event to hear from senior leadership, meet with hiring managers to discuss potential job opportunities, and network over lunch.
- New last year, we created an eNewsletter called, "[The Next Mission](#)," to help veterans transition from the military to positions within Northwell Health. The newsletter shares why we're a great place for vets to build a career, showcases veteran employee stories and features some of the perks all employees enjoy as members of our team.
- **Military Transition Timeline:** We offer a timeline of suggested actions and planning for the transition into civilian life, starting 18 months before separation from military service. Examples include thinking about where to live, developing a transition plan, developing a resume, writing, interviewing and networking skills, and attending one of our monthly Veterans Interview Days.
- **Military Veterans Hiring Event:** We have hosted two exclusive hiring events which brought together more than 40 veterans per event, along with a dozen recruiters, and 11 executives. Our COO welcomed the Veterans and our CEO mingled with the Veteran candidates. An event coincides with November Veterans Day and Memorial Day, and we are planning additional activities. Attendees use this opportunity to meet with recruiters and senior leaders for advice and to pursue roles that best match their background and experience.

*"Our goal is to help as many veterans as possible. If that means having events like this so they can get in front of our recruiters, then we'll try to have one every month."* —Lyndon Chichester, Veteran Program Specialist

- **Veteran Talent Community:** Veterans interested in a career in health care can join Northwell Health's Veteran Talent Community, where our Veteran Programs Specialists contact them for an exploratory careers conversation, and they can learn about our military recruitment events and webinars, sign up to receive our monthly 'hot jobs' Careers Newsletter and more.

- **NY Serves:** This one-stop hotline serves as a reliable outlet for all veterans in the region to ask questions. It's the nation's first community-based, coordinated network of public, private and nonprofit organizations working together to serve veterans and their families. Our staff is trained on their tracking platform, which allows us to work with applicant referrals from this nationwide initiative. We reach out to the veterans, and for those who are job-ready, we expedite an exploratory conversation with the recruiter. For those not quite ready, we invite them to participate in a Barracks to Business seminar. As part of the America Serves initiative, NY Serves is shaping the future as we define the new standard by which our city views, treats, and serves our heroes. Whether it's providing information on housing to benefits, we're here for them regardless of whether Northwell employs them.
- **Office of Military and Veteran Liaison Services (OMVLS):** This team offers a wide range of vital health, wellness, and workforce resources. The primary objective is to coordinate physical and behavioral health care for returning veterans and their families, hire veterans, train military personnel, and leverage our employee resource group which supports team members and the families of those who have served. The OMVLS is led by Juan Serrano, a disabled Veteran, and Antonio Silvera, who served in the Air Force.

### **NURSING STUDENT PROGRAMS**

We recognize the need to identify — and nurture — potential candidates who would be an excellent cultural fit. For our nurses, our largest employee population at Northwell, that process begins before they ever apply for a job. Students pursuing a nursing degree are offered unique opportunities to work with distinguished professionals at Northwell Health who provide coaching and hands-on patient care experiences, while also getting a first-hand look at our culture. We want nursing candidates to understand they will be working in high-pressure situations, and not all days will be the best, but that they will be surrounded by an incredible team who is there for them. These programs help the candidates as much as they help us — ensuring both sides know what is expected and whether or not there is a cultural fit. We have been guest speakers at 13 nursing schools in the northeast and have been panelists at the National Student Nursing Association annual event. We partner with our internal service lines and external educational institutions to develop methods of attracting and educating students on the scope of career opportunities.

- **Golden Ticket:** This annual event brings together the top 10% of Junior and Senior nursing students from the best colleges and universities — many of whom will play an important role in defining the future of health care. We've been running the Golden Ticket Showcase for eleven years, and it's an important way for us to identify and develop young candidates, especially now when there is a nationwide shortage of nurses. In 2019, more than 520 students, representing 42 nursing schools attended the event, which was held at the Crest Hollow Country Club, taking advantage of the opportunity to learn about the Northwell Health culture and our exemplary nursing programs and enjoy one-on-one time with our service line team members and leadership. The event includes presentations from senior leadership and nurse externs and concludes with a Nursing Expo with representatives from all of our 23 hospitals. This year we

also introduced a Culture Center that showcased 10 Northwell departments to give nursing students greater insight to our culture and offerings such as Diversity and Inclusion, Office of Patient & Customer Experience (OPCE), Center for Learning & Innovation (CLI), Institute for Nursing, Community Relations and more.

*One attendee said, “I found the event wonderful, and I really appreciated having the opportunity to attend. As New York City native, I am happy to learn how dedicated Northwell is to its employees and the services they provide to the community, which certainly makes it a pleasant atmosphere for the patients and families receiving care.”*

*“This year’s Golden Ticket Showcase exceeded our expectations. It’s an important event we hold each year because nurses are the life force of any health system and Northwell Health is no different,”* said Maureen White, RN, executive vice president and chief nurse executive at Northwell Health.

- **Nurse Externship:** Under the guidance of nurse preceptors on a specific work unit, this eight-week, paid summer internship is open to nursing students who have completed their junior year of study. This program enhances clinical knowledge, competence, and confidence through mentorship and applied patient care experiences. The program continues to grow, with 42 externs in 2015; 52 externs in 2016; 60 externs in 2017; and 84 externs placed in 2018, with 39 students given offer letters upon graduation. In 2017, we launched a dedicated website for [nursing externships and fellowships](#).
- **The Northwell Health Nursing Fellowship Programs:** These one-year fellowships offer a specialized orientation process and a blended learning approach for recent graduates or experienced registered nurses considering a career in a nursing care specialty. Highlights include mentorship from nurse leaders; web-based critical care curriculum for adults; pediatrics and specialties; professional seminars; and simulations. From 2015 to 2017, nearly 800 new graduates have been hired into nursing fellowship positions. Learn more on the nursing externship and fellowship page [here](#).

Elements of this fellowship program are educational interventions that impact new graduate nurses through a higher quality of care and patient safety and improved morale and retention in the health system. Since creating this program, Northwell Health has recruited more than 1,000 nurses across specialties to join our team.

#### **FELLOWSHIP AND ASSOCIATE PROGRAMS**

In addition to our nursing student programs, we offer various programs for graduates so they can learn more about Northwell, seek out mentorship, and ensure there is a strong cultural fit before potentially being hired as a full-time employee. These include:

- **Administrative Fellowship Program:** For students who have recently received a graduate degree with an emphasis in health care administration, this comprehensive 12-month fellowship launches careers through departmental rotations, project management, and individual mentoring. The program is very competitive, with more than 100 completed applications each year for five positions. The program gives a diverse group of fellows a valuable opportunity to gain practical operational experience and knowledge of various aspects of health care, along with contact and interaction with all levels of administration. Since it started in 2004, the program has graduated 69 fellows. Many have been recruited into Northwell Health and have attained both mid-level and senior management positions, as high as senior vice president. Former fellows often take on mentorship roles with new fellows, creating a long-lasting cycle of fellow-to-fellow relationships.
- **Management Associate Program:** Founded in 2010, this unique program was designed for college graduates looking to gain extensive experience and mentorship in the health care administration track. Participants are key contributors to a variety of exciting, strategic, and innovative projects while developing essential business, professional, analytical, and project management skills. This two-year program prepares top young talent to navigate careers in health care operations and finance, with an end goal of moving them into entry-level leadership roles within the organization. We've seen a rapid expansion of the program with applicants jumping from 10 in 2010 to 675 in 2017, and the number of positions from two in 2010 to 27 in 2017. Here are just a few of the amazing stories from MAP participants:

*"The Management Associate Program has allowed me the opportunity to understand what drives a hospital and collaborate with the team to push the frontier of health care forward."* —J. Tevere, Admin Director, Emergency Medicine & Surgery, Emergency Department Physician

*"In my current role as Administrative Director for Cardiovascular Surgery and Cardiology, I most recently had the opportunity to be the administrative lead in the development and successful launch of the only heart transplant program on Long Island, the first approved by New York State in the last 20 years. Using the skills, resources, and connections I built during my years in the MAP program, I was able to work with our physician and clinical leaders to successfully implement this new and exciting program, which will change the landscape of health care in New York state and benefit the community for years to come."* —R. Grabher, Admin Director, Heart Hospital

*"Starting out my career at North Shore University Hospital in the Management Associate Program was the most incredible experience and opportunity. It truly solidified my desire to pursue a career in health care following my undergraduate career ... Being a part of Northwell Health is a constant reminder that you are a part of something bigger than yourself."* —M. O'Hare, Manager, Financial & Ops Mgmt, Central - Regional Expenses

## **TEMPORARY JOBS WITH FULL-TIME VALUES: FLEXSTAFF**

Northwell Health values every single one of our team members, from top physicians to custodial staff. It takes every one of our 70,000 team members to care for our patients. Many operations would not run without the help of temporary positions, and we place the same emphasis on cultural fit when recruiting for these roles as we do for full-time positions.

Our online system, [FlexStaff](#), gives individuals the chance to take on a temporary role — or a series of roles — within Northwell Health and potentially transition into an inspiring career. Because our organization is continually growing, we have immediate staffing needs on a regular basis. That's why we created FlexStaff — to fill both temporary and temp-to-perm jobs with people who want to make a difference in patients' lives and the health of the community. Plus, it's an excellent opportunity for both team members and our hiring managers to get to know each other on the job and see if there's a long-term fit.

Through FlexStaff, temp team members become a valued resource that we turn to time after time to help meet our needs for exceptional talent. Temp workers are ongoing members of our talent pool for future assignments and receive full-paid training and competitive weekly pay.

As our FlexStaffer team members say:

- *“Working as a temp employee with FlexStaff is a unique opportunity to test drive a job. While the site is trying you out, you also see if a particular site or department is the right fit for you.”* — Carolyn Doyle, FlexStaff AVP
- *“It's a good opportunity to get your foot in the door of the health care system. Just because you start as a temp, you're not any lower or higher than your co-workers, and you get to be at the forefront of a new full-time opportunity.”* — Aaron Weeks, Pre-Boarding Rep and FlexStaff temp to full-hire employee

Every person at Northwell Health, regardless of their position or where they work, plays a vital role in making our organization a place where patients receive the best care possible. Our recruiting efforts are designed to ensure candidates have a strong cultural fit to Northwell Health's values of inclusivity, compassionate care, and empathy.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

## Question 6.24: Hiring (Onboarding)

**How do you welcome new employees and integrate them into your culture?**

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*“My proudest moment at Northwell Health was my first day at the site. I was welcomed with open arms by all of my colleagues and everyone I met that day. I felt like I was part of a family from day one, and I knew I was home. Proud to work for this organization is an understatement.”* —Corissa B., Human Resources Manager

We have more than 70,000 team members and hire approximately 170 new employees each week. Every single team member starts their first day with our President and CEO Michael Dowling. We do this because we believe in warm welcomes. We believe that the best way for team members to integrate into our culture is to hear about it from the top — to know that our mission, values, and promises aren’t merely words on a page; rather, they are how we live and how we work.

As we discuss throughout the Culture Audit, we all “own” our culture, and from day one, we let our newest team members know that they, too, own a piece — one that is just as important as everyone else’s, including those who have been a part of the organization for decades.

But we also know that the first day can be overwhelming and that immersion into Northwell is a journey. So, our onboarding process includes multiple phases and ongoing support to ensure team members are taken care of from Day 1 to Day 90 — and that they continue to feel supported throughout their entire career at Northwell Health.

### **PRE-BOARDING**

Northwell Health’s warm welcome starts before a newly hired team member has even stepped foot in our doors. Recognizing how tedious some of the advanced compliance and regulations processes can be for a candidate, our Pre-Boarding team created a standardized process ensuring every step — from drug screening and fingerprinting to work authorization and background checks — is completed seamlessly. This means that instead of paperwork, our newest hires can focus on absorbing our culture and meeting their new team starting day one.

### **A NEW START / PROJECT POLARIS**

As a large, geographically dispersed organization, ensuring a consistent onboarding experience for all team members during their first two years of employment is a complicated endeavor. (NEW) Last year, we began a project called “Polaris” to increase consistency and improve retention during this critical period. The Employee Experience team, in partnership with local HR business partners, conducted a needs assessment by auditing our current onboarding practices and identifying key moments that connect new team members to our culture. Some of our new employees were invited to participate in focus groups to provide feedback on their recent onboarding experiences. The team used this data to design a program that can be easily adapted by each region and site to provide a consistent and engaging onboarding program.

The new onboarding program provides new team members with a deeper connection to the three promises (Culture of C.A.R.E., Brand Promise and Employee Promise) and a clear understanding of their role within the organization and how it impacts the mission and vision. The program ensures new team members know what is expected of them and what to expect from the organization in return.

It also streamlines critical touchpoints for new team members, such as attending their site orientation, providing opportunities to share feedback through multiple mediums such as surveys or 1:1 with their leaders, registering in our recognition platform myRecognition and more. New team members are also exposed to potential roles that further connect them to our culture, such as becoming a Wellness Liaison or Engagement Ambassador. The initiative provides new hires with the tools they need to grow and develop in their roles while nurturing a positive workplace experience.

### **ONBOARDING DAY ONE**

We call our new hire orientation **“Beginnings,”** because we truly believe that our team members are on a journey and that the best way to start is to acknowledge their new start and the tremendous opportunities ahead.

Beginnings is a full-day, interactive session during which our newest team members gather with senior leaders to learn all about the organization. There are, of course, presentations by our leaders, but our new team members are the true stars. Each table has a microphone at the center because questions are not only accepted but strongly encouraged.

We start every session with an in-person presentation by our CEO, sharing the organization’s vision and expectations. Team members are then introduced to our mission and our values — they learn about living our values and being Truly Compassionate, Truly Innovative, Truly Ambitious, Truly Together and Truly Ourselves (as described in more detail in Section 6.21 – Business Description). The first group activity is to form teams and come up with a question for the CEO, which he then answers live. The day also features a relaxed wellness-inspired lunch break where our Talent Acquisition team roams the room answering questions. After the break, we dive into a discussion on how “Northwell is Made for You,” which includes career resources, our commitment to diversity, leadership development programs, the benefits of being a Northwell Health team member, and Northwell Health’s investment in every employee’s health and well-being through different wellness programs and initiatives.

This session also introduces our customer-focused experience — detailing how we make it easy for people to get and stay healthy. Team members learn about our strategy and how we choose to model our approach not after other health care organizations, but after customer-service leaders like Virgin and Zappos.

Our new hires also learn about our employee promise (introduced in Section 6.21 – Business Description), as well as our promise to each other, our work ethic and our willingness to go above and beyond. It’s critical to set expectations right from the start, so everyone is clear on what defines our culture.

But beyond the words, it's important for new hires to understand the work behind the scenes that went into developing our employee promise. It was built by our people, for our people, and it demonstrates how powerful our people's voices can be when we really listen. It's a bold statement, intended to provoke a feeling, a connection, and a sense of certainty that sets us apart from other organizations. (See Section 6.25 – *Inspiring* for more details.)

Finally, no day one experience is complete without activities designed to help our new hires get to know each other. Team members share their facilities, roles, and even fun tidbits such as what they wanted to be when they were younger or what they'd like to create to change people's lives. Through these activities, our newest team members end the day as part of our family, and they have a new list of contacts — allies well-prepared to start their Northwell journey.

*“My first day began like all other hires, with my attending Beginnings. It was such an eye-opening experience as it showed me the scale of the company I was now part of. The fact that everyone from newly hired nurses to newly hired janitors attended showed me that everyone in this company was valued and everyone had a role to play in keeping the company on top.”* —Northwell Health intern

Beginnings is so memorable and revered throughout the organization that team members are excited to volunteer their time as facilitators. Each year, those who have participated in our High Potential Leadership Development Program (described in Section 6.30 – Developing) are eligible to come back and audition to become a facilitator. First-year facilitators sign on for 100+ hours, preparing and facilitating, and returning leaders give back more than 50 hours of their time. We are overwhelmed by the response and interest in taking on this role — they do it because they truly love Northwell and welcoming our newest hires.

## **ONBOARDING DAY TWO**

As part of Project Polaris and as a way to continue to improve our new hires' first few days with the organization, we are beginning a project to standardize the day-two experience. We'll start by determining what day two currently looks like across our sites and within each region, and then conducting focus groups with recent new hires to learn more. Once we have collected those data points, we'll begin to scope out how to standardize the day two experience, possibly rethinking the location, topics covered, roles and its connection to day one (Beginnings), plus finding ways to extend the program to the first three months. We are hoping that this project will not only create a meaningful experience but also will help to remove some of the stress of joining a large organization like Northwell Health.

## **ROLE-SPECIFIC WELCOMES**

Beyond learning about our culture, we want all team members to feel well prepared for their role. So, we offer many different onboarding and welcoming initiatives designed to help integrate team members into their specific role, site, and team. With more than 70,000 team members and hundreds of functions, the programs are endless. Select initiatives include:



- **Introduction to clinical practice:** Starting on day two, registered nurses, nurse practitioners, and physician assistants receive two full days of role-specific orientation at the Nursing Institute, where they learn all the ins and outs of their new jobs, best practices, standard communication, and safety requirements.
- **Patient Support Team Orientation:** The Patient Support Team Orientation program is the system-wide standard for support team members and focuses on educating participants about best practices, establishing a common language for communication, validating competency, and enhancing practices. This program uses recreated patient care scenarios that take place at the bedside in the simulation lab, ensuring all participants have an opportunity to learn, practice, correct and validate skills before coming in contact with an actual patient.
- **Physician Beginnings:** A specialized orientation program held monthly, explicitly geared to physicians entering the health care system. Participants receive an overview of the organization, its size and scope, our success measurement dashboard and our organization's values. We emphasize the different components of the organization and how our physicians assist in achieving our organizational goals — caring for the patient, providing excellent quality of care, and delivering exceptional service.
- **Customized Experiences:** In many of our locations, local teams add to the onboarding experience to bring new members into the fold and build a sense of belonging. At Northern Westchester Hospital, new team members take a “blind walk” around the facility, building trust with staff members, and getting closer to the patient experience. Within our Ambulatory group, new hires visit the busiest site to get up to speed quickly and have one-on-one sessions with senior leaders.
- **Physician and Executive Concierge:** Northwell Health offers a unique, designated concierge service for our physicians and executives that provides a range of services around benefits, payroll and compensation, PTO, retirement offerings, tuition reimbursement, local discounts and assistance with applying for a leave of absence. This one-stop-shop allows our physician and executives to receive one-on-one service to answer inquiries and support their work/life balance.
- **Easy access to site-specific information, mandatory standards, and common questions:** We've created a single web page where new physicians can access welcome letters and other site-specific material, making joining a new facility less overwhelming. It's also easy for them to find mandatory procedures, compliance, and other relevant information to help them get off to a smooth start.

#### **INTEGRATING INTO THE CULTURE OF C.A.R.E.**

As we've discussed, at Northwell Health, we have three promises: our vision and brand are our promise to our consumers, our employee promise is our promise to one another, and our Culture of C.A.R.E.

(Connectedness, Awareness, Respect, and Empathy) is our promise to patients and their families. Since its inception, over 70,000 team members have received Culture of C.A.R.E. education, and it's built into our onboarding to make sure nobody gets missed. Led by local leaders and staff, more than 550 facilitators deliver this experiential course.

We use the "Me-We-Community" concept to reinforce that our actions and behaviors directly affect our team members, therefore, influencing the direct care our patients, families, and customers receive.

Caring runs through everything we do. It's who we are and continues to be a driving component of our core mission, vision, and framework. So, as part of new hire onboarding, it's essential to immerse our newest team members into our Culture of C.A.R.E. and have them pledge commitment to focusing on the needs of our patients.

All team members are encouraged to use these elements in their interactions with patients, their families, customers, and colleagues. C.O.N.N.E.C.T. is an acronym that stands for:

- **Contact:** Smile, make eye contact, shake hands, touch on the shoulder (as culturally appropriate). Sit versus stand.
- **Opening Greeting:** Say good morning/good afternoon and include a person's preferred name (if known).
- **Name/Title:** Introduce yourself by name and title.
- **Needs:** Assess and address patient/customer needs.
- **Explanation:** Set expectation of role and time together.
- **Close:** Close by asking if there is anything else you can do.
- **Thanks:** Thank the patient/customer.

It starts at Beginnings with our focus on culture, care delivery, hospitality, and accountability. Starting day two and onwards, new hires (inclusive of volunteers) receive a much deeper dive into our Culture of C.A.R.E. and C.O.N.N.E.C.T. Each site puts their personal spin on day two. For instance:

- **Center for Emergency Medical Services (CEMS):** On day two, new CEMS employees are greeted by the Senior Administration of CEMS and have an opportunity to hear growth and development success stories and ask leadership any questions that they may have about the operations of the department. New hires also listen to presentations from different teams at CEMS including Marketing & Communications (to learn where our brand came from and how we got to where we are now), Workforce Safety, Employee Wellness, Culture of C.A.R.E., and Benefits. The actual

onboarding and training for new CEMS consists of modular learning and testing that the new hire completes at his or her own pace. It also includes rotations with tenured and exemplary employees, as well as on-the-job training, such as driving an ambulance.

- **Long Island Jewish Medical Center (LIJMC):** At LIJMC, the team hosts day-two new hire orientation on a bi-weekly basis to welcome new hires to the site by orienting them to their department and providing them with other useful information they need to know. It includes face time with senior leadership and dynamic/interactive content. The goal is to provide a more consistent, team focused, and engaging onboarding experience for anyone joining the LIJMC community. Based on post orientation surveys, new members appreciate the involvement of the senior leadership, the detailed benefits overview, and the overall general experience.
- **Southside Hospital:** The team revised the day-two new hire orientation to include a welcome from senior leaders and department heads that talks about how important the roles of the new hires are to our hospital. They also share details of our myRecognition platform and give a tour to help familiarize employees with their new workplace.
- **Huntington Hospital:** At Huntington Hospital, they ‘welcome home’ 300 new hires/transfers a year with a day-two orientation that dives into the site culture and how Huntington fits into the Northwell ecosystem.
- **Staten Island University Hospital:** The hospital began taking a group photo of new team members at the end of day two to post on Northwell Life. It’s a fun way to end the day and have them feel welcome and part of the Northwell family!

In short, our onboarding process plays a vital and strategic role for the organization. Welcoming every employee and immersing them in all aspects of our vibrant culture is key to fostering an innovative, supportive workplace that continues to attract and retain world-class talent, and in turn, helps us provide truly compassionate care.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.25: Inspiring

How does your company inspire employees to feel that their work has more meaning than being just a job? You may find it helpful to detail such features as:

- Programs designed to reinforce your company's values, mission, vision, etc.
- Practices that show employees the value of their work for customers and/or society.
- Stories shared with employees that foster a sense of pride in the company.

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*"This is not a job. It's a responsibility. If it were a job, you could work anywhere. You're here to transform care and change lives. In return, yours will be transformed."* —Michael Dowling, President & CEO

When you work in health care, it's difficult not to find meaning the second you walk through the door. Whether spending the day caring for patients, conducting medical research, answering billing questions, or developing new and innovative treatment solutions, you see the faces, understand their stories and know that your job has a direct impact on someone's life — and possibly health care as a whole.

Northwell Health is distinct from many other companies — including those in the health care field — as a non-profit provider. Northwell's priority is serving its communities, putting patients over profit. Employees choose Northwell for many reasons, but prime among them is the sense of making a difference in the lives of so many. Our mission brings purpose to team members' work and fulfills them in ways that for-profit jobs might not. They are intentional in their choice of a non-profit career and care deeply about making an impact. Because they feel so invested in our success, our team members bring their best ideas and attitude to work every day.

We know that in many cases, our team members will naturally find inspiration in their work at Northwell; however, as a company, we never want to take this for granted. We believe it is our responsibility to inspire. We're devoted to sharing the stories of all the miracles that happen throughout our facilities — and the people who are behind them. It's about lifting up team members on days where challenges, heartbreak, and emotions are high. And ensuring those who put themselves on the line each day never once doubt or forget the value and importance of their work.

### **AN INSPIRING NEW NAME**

Since our January 2016 rebirth as Northwell Health, we have renewed our commitment to improving the health of our communities. That starts with bolstering our employees' understanding of our values and the impact of their individual contributions for Northwell Health's success.

Along with our new name, we launched new communication tools and developed innovative approaches that we will share throughout this Culture Audit, all designed to engage and empower our team to embody Northwell Health's brand and culture in their own ways.

And at the root of everything we do is our Culture of C.A.R.E., as we discussed earlier in the Culture Audit. Each C.A.R.E. element supports exceptional patient/customer experience and reflects our dedication to providing patient- and family-centered care. Team members clearly connect with the C.A.R.E framework, and it helps enhance employee engagement and strengthen quality and safety throughout the organization.

*“Our Culture of C.A.R.E. reminds me why I chose a career in health care, and why I stay. It’s an honor and privilege to care for others.” – Northwell team member*

Every single person, regardless of their position or facility, plays a role in making Northwell Health a place where everyone can bring their whole selves to work, and patients know they will be treated with respect.

### **IT STARTS WITH A PROMISE**

Designed by our people, for our people, our [employee promise](#) represents the [collective work and insight of more than 2,000 team members](#) from various roles and facilities who came together, attending 74 focus group sessions, and shared their experience of what it’s really like to work at Northwell Health.

Our employee promise defines what our “best days” look and feel like, so team members feel inspired by how they and their colleagues make life-changing decisions, show compassion and empathy, and provide a shoulder for patients to cry on. The goal is for every single person to feel part of our broader culture, and to feel energized to serve our mission to change people’s lives for the better.

Northwell Health lives by these values: Truly Compassionate, Truly Innovative, Truly Ambitious, Truly Together, Truly Ourselves. These are the words of our people — and truly how we live each day. (*For more information on our employee promise, please see Section 6.21 – Business Description.*)

### **ROLLING OUT OUR NEW PROMISE**

Our employee promise had meaning and incredible potential, but getting team members to buy in and feel inspired by the promise was critical to success. We created a multi-phase rollout designed to build excitement, drive awareness and understanding, and sustain engagement and adoption. We wanted to create a “buzz” around the new program, start weaving our rallying cry “Made for this” into everyday language and spark behavioral change.

We introduced our promise at an event held to inspire our people and ensure alignment with organizational goals and priorities, seeking buy-in from the more than 4,000 managers in attendance. We then hosted a special “train-the-trainer” event with 100 leaders representing clinical and non-clinical areas across the organization so they’d be prepared to support the rollout. Northwell unveiled its “experience in a box,” a new toolkit to immerse our people in the culture we are building to deliver an extraordinary patient and customer experience. The leaders cascaded this experience to their teams.

To help embed our employee promise as our cultural foundation, we created a new visual identity that now serves as our internal communications platform. Since the employee promise is all about our people, this visual identity includes a typeface designed in a handwritten font to convey a personal sensibility. To engage team members in the launch of our promise, we introduced a contest called “Write this,” where people could submit their proudest moments, written in their own handwriting to be considered as an alternative version of our new font. Two winners were selected from more than 500 team members’ submissions — Roslynn A., Nurse Practitioner, CTS, Ambulatory Services, and Linda L., PCA at Staten Island University Hospital — both receiving huge “Made for this” plaques showcasing a digital replica of their handwriting samples and company-wide recognition.

Highlights of our rollout included:

- **“What are you made of” quiz** to help people realize how they embody all of our values in the decisions they make and actions they take. It also aimed at helping team members identify the values that resonated most with them.
- **“I’m Made For” recognition cards**, handed out to caretakers who exhibited behaviors reflective of our values.
- **Leadership Training Sessions** that were mandatory for all people managers, directors and senior leaders. Each attendee was asked to bring someone from their team who exemplified the values and then cascade the lessons learned to their teams.
- A **“Picture This”** campaign that encouraged team members to share their unique moments from across Northwell using point-of-view photography.
- A **microsite** was launched in September 2017 and ran through January 2018 asking for team members’ stories about how they connect to our refreshed organizational values. Team members submitted stories of how they brought our values to life in their everyday work.
- **“Made for this” myRecognition** eGreeting now on the platform allows people to send a special message to those who continuously push the boundaries.

Through our employee promise, we worked with our people to identify what we are made *of*, and what we’re made *for*, creating a sense of cohesiveness and excitement across the organization.

Since the launch, “Made for this” has become more than a phrase. It’s a way of life. It’s a saying that echoes through our hallways. It’s a hashtag our team members voluntarily use. It’s included on our signage, job postings and incorporated into our interviewing practices. We have all internalized it.

## **INSPIRED BY OUR PATIENTS**

Beyond our employee promise, every day, every minute, every second, we are reminded of the importance of our role. As a health care leader, we constantly hear incredible stories from patients and customers. These stories are potent doses of inspiration, and we view it as our responsibility to share them with our people on a daily basis.

*"I know I was "Made for this," because of the letters I receive from a patient's family thanking me for taking care of their loved one or another patient has called to say thank you. Every day I wear my recognition pins proudly. It reminds me to always uphold my organization's values, and it shows the pride I have for my job." —Adrian Concepcion, Paramedic*

The Office of Patient and Customer Experience (OPCE) is responsible for inspiring, challenging, and leading our organization to design and deliver the experiences that our patients and customers desire. Critical components for achieving this mission include curating patient stories in the form of letters, videos, social media posts, and qualitative feedback. These efforts ensure that experiences are communicated across the organization to inspire all of us and maintain the patient at the core of everything we do. We share our stories and unique messages through many channels.

### **Story Channels**

- **Weekly Huddle Messages:** Every week, the OPCE publishes and circulates a Culture of C.A.R.E topic of the week. Using a conversational one-pager of inspirational quotes, overview statements, a patient story, and discussion starters, unit and department leaders share the topic during huddles, team meetings, collaborative care councils, town halls, etc. For instance, the following story was shared as part of a Weekly Huddle:

*"I am writing to let you know how important it is that I say thank you to Transporter, Romane Jarrett for his kind words and act of compassion. My mother was in the ED, cold, uncomfortable, and scared, to say the least. She was taken to CAT scan by Romane. This young man introduced himself, asked how she was feeling, gave her a blanket and while transporting her talked with her all the way to the test reassuring her that she was in the best hands and would be taken care of very well at North Shore University Hospital. You may think this is all in the line of duty for this young man; however, it meant the world to my mother. By the time she came back from the test, she remained cheery and in a positive mood. I just hope that Romane understands what he did for us. Please let him know how much we appreciate his kindness."*

- **Office of Patient & Customer Experience Intranet:** Available to all team members via the intranet, the OPCE shares a collection of patient stories and videos, which may be used to educate, inspire and reinforce key concepts highlighting the voice of our patients and customers.
- **"Inspiring Stories" at Northwell.edu:** The Public Relations Department of Northwell Health proudly shares inspiring stories from patients and staff on our public website. The stories vary in

topics, from Nursing Week celebrations to patients who have had a successful weight loss, to a nurse who ended up becoming a patient during Hurricane Sandy and experienced the amazing patient care from her team members first-hand.

- **Using the voice of our patients:** Our patients and customers provide candid feedback via patient experience surveys, rounding, patient letters, emails and conversations. A key formalized mechanism includes our Site & System Patient & Family Partnership Councils.

Units, departments, and individuals who deliver an exceptional experience are recognized for their efforts. An example includes our annual North Star 90 and Rising Star Awards which annually recognizes team members who are going above and beyond to create memorable patient experiences. *(For more on recognition, see Section 6.29 –Thanking.)*

### **Inspired to Improve the Patient Experience**

Hearing these stories inspires in our team members new opportunities for gratitude, recognition, and teamwork. Here's one such inspiring story about teams at two hospitals that decided to work together — and with patients — to improve the patient experience.

Lenox Hill Hospital and Northern Westchester Hospital had, for years, tried to address their slow-to-improve maternal child health patient experience scores. Challenges at each hospital were drastically different — staffing models, patient populations, workflows, geographies, case volumes, etc. However, a common theme at each site was the inconsistent approach in providing every mom with individualized, patient-centered care.

That is why they joined together.

This new, two-site interdisciplinary Mother Baby Redesign Team recruited postpartum and labor nurses, patient care associates, physician assistants, lactation consultants, OR technicians, activity coordinators, and unit clerks with representation from all shifts and disciplines. While the core group met every week (sometimes multiple times a week), they regularly enlisted the help of voluntary attendings, practice staff, service lines, pediatric hospitalists, industrial engineers, marketing, all levels of leadership, and their own front-line staff colleagues. The additional participants to join were fluid, depending on the topic of conversation, with one exception: the Mother Baby Redesign Team recruited a patient (a new mom) to be at every meeting, from the inception of the team.

This was a game-changer and the first interdisciplinary, two-site team to include a patient at the design table, partnering with them every step of the way. While the frustrations of a postpartum nurse left to wrangle 20 babies sent to the nursery all at once for 10 a.m. pediatric assessments was understandable to everyone on the team, it was our mom who reminded the team that the bigger issue was the fear a family experiences when they are separated from a newborn. She wanted to have the assessment done at the bedside so mom, baby, partner, nurse, and physician could participate in the care together. Over time, the team became comfortable sharing their perspectives with one another, and our patients'



participation was critical to ensuring that the newly created processes would care for mom, baby, and partner's expressed and unexpressed needs.

As they began to explore the issues as one team, they identified what each site had to share. For example, Lenox's OB navigator, a dedicated team member who helps the patient and family coordinate their care, was considered among Manhattan families a world-class experience, and Northwell's holistic nursing program and on-demand room service were regularly praised by the local community. The team quickly realized that for this redesign to be transformative, they needed to amass the best practices in mother-baby care across our system and the country. An ambitious undertaking, they conferenced with and visited more than 25 programs and completed an extensive literature review. All of this was done with the resources at hand while still running two divisions with nearly 6,000 annual deliveries, combined. Additionally, the team listened to mothers, interviewing more than 40 families through focus groups, and in-person interviews. The mothers were so eager to help both hospitals create the best mother-baby experience that 15 of them signed up for the system's first Mother-Baby Partnership Council – acting as our sounding board and partners in building the new processes.

### **Fostering Patient Relationships**

Beyond the stories, we hold events and gatherings where patients come back to see us — years after treatment. At Cohen Children's Medical Center, we also host an annual program, where the families of children who passed away come back to spend time with us. While this is an emotional journey for both our patients and caregivers, it's why we do what we do. It is an incredible honor and privilege to care for patients and their families.

### **INSPIRED BY EACH OTHER**

Our people find inspiration not only in their own work; they also are motivated by the individual gifts and talents of their team members. At Northwell Health, we appreciate the individuality that team members bring to their patient care. Our team members recognize that they are surrounded by people they can trust and who are committed to pursuing innovative ideas and delivering exceptional patient experiences.

As one employee puts it, *"We all have our different personalities, which makes it all the more exciting. I can honestly say that we are one big family."*

Just how inspiring our team members can be was demonstrated on Monday, September 4, 2017, in the aftermath of Hurricane Harvey. Forty Northwell Health physicians and RNs went to Houston, Texas to help with hurricane relief. One nurse, Emmie Dimayuga-Corso, who was assigned to the MD Anderson Cancer Center, learned their systems and equipment in one day (it usually takes six weeks) and then worked four straight overnight shifts. Many of the nurses at the center had lost their homes or had family who had lost homes. Surgeries were delayed, chemotherapy treatments put on hold, but Emmie reported that every time someone saw her Northwell uniform, they started crying in gratitude. *"I am so grateful to have had the opportunity to help in some way,"* she said. *"I feel as an RN, community service is part of who we are."*

Even when we're not helping with disaster relief, our people face busy shifts and schedules, but team members take the time to acknowledge each other for their efforts and the ways that each employee's dedication inspires others.

*(For more details about the different ways team members have to congratulate and celebrate their colleagues, see Section 6.29 –Thanking.)*

### **Supporting Each Other**

Our Northwell Life Facebook Group allows team members to come together in support of each other. As an example, in early 2018, one employee posted about her recent cancer diagnosis and the need to go on a leave of absence, all while trying to plan (and pay for) her daughter's wedding. Hundreds of team members responded in the comments section of her post offering to donate PTO to help her through this difficult time.

### **Leaders Foster Positive Morale**

Our leaders play a significant role in driving our inspiring environment of service, teamwork, and innovation. They serve as role models, fostering engagement and positive morale among their teams through open communication and creative means of interaction. They are also often called upon to share their insight beyond the walls of Northwell Health, and our people are proud to work among influencers who inspire the communities we serve and the broader health care industry.

For example, President and CEO Michael Dowling was named [one of the highest-rated CEOs from Glassdoor](#) and is regularly asked to share his expertise at industry events and in health care journals and major publications such as [Becker's Hospital Review](#) and *The New York Times* – his topic this year, “give a damn about your people.”

### **The Power of Storytelling**

Northwell Health offers several publications to patients/customers and team members, each with a different focus such as nurses, physicians, children's health, science and discovery, behavioral health and giving back to the community. All publications cover topics such as new updates within our system, interesting medical research and insights, best practices, and individual stories. In particular, *The New Standard* is targeted to Northwell Health team members and families and includes inspiring stories from fellow team members.

### **“Outpacing the Impossible”**

This is Northwell Health's comprehensive fundraising campaign that aims to raise \$1 billion. Employees can donate to the fund through payroll deduction, a one-time gift, contributing myRecognition points, or participating in fundraising events like the Northwell Health Walk, or Casual for Cohen, among others. In 2018 alone, employees donated \$1 million. In total, the initiative has raised more than \$500 million to date. *(You can read more about Outpacing the Impossible in Section 6.35 – Sharing (Giving Back).)*

## **26.2 Miles and \$30,000 Raised**

In 2018, members of Team Northwell Health demonstrated our company value of being genuinely ambitious, [raising more than \\$30,000 for Northwell initiatives by running the New York City Marathon](#). Dr. Theodore Strange, vice chair of primary care of Northwell Health and the vice president of medical operations of Staten Island University Hospital, exemplified Northwell's commitment to patients above else with his selflessness in stopping mid-race to perform CPR on an unconscious runner.

*"It's important that we are just as committed to prioritizing our own health and fitness so that we can set an example not only for our patients but for our colleagues as well. By ensuring our own good health and the mental calm that running provides, we are able to serve our patients better."* —Jennifer K. Svahn, MD, FACS, Assistant Professor of Surgery, Hofstra Northwell School of Medicine; Director, Vein Surgery at Union Square; Northwell Health Physician Partners

## **INSPIRED BY EXCELLENCE**

We're proud that six of our hospitals — Cohen Children's Medical Center, Mather Hospital, North Shore University Hospital, Long Island Jewish Medical Center, Northern Westchester Hospital, and Huntington Hospital — have earned Magnet status, the highest honor an organization can receive for excellence in nursing care. The Magnet designation reflects our hospitals' nursing professionalism, active collaboration, innovation, and teamwork, as well as superiority in patient care.

One of just 36 in the country to receive Magnet status four or more times, [Huntington Hospital](#) is a source of inspiration for everyone at Northwell Health. Its culture is built on a commitment to quality, exceptional experience, and excellence for both patients and team members.

*"Our Nursing Leadership team is professional, dedicated, and committed to ensuring the best practice environment."* —Janet Milanese, Associate VP of Nursing

*"Senior leadership remains committed to nursing and meeting our strategic goals by supporting education, certification, and resources necessary to continue to provide high-quality care. Achieving and maintaining Magnet designation is a true testament to not only nursing efforts but also the efforts of all who support the nursing department at Huntington Hospital."* —Donna Tanzi, Director of Nursing Education and Professional Development

*"As a new nurse seeking employment, Huntington Hospital was my number one choice because of its sterling reputation as a Magnet designated hospital. Working alongside nurses who hold such high standards has given me an unsurpassable advantage in my career. I consider myself very lucky to work in an organization that thrives on education and excellence."* —Jessica Shremshock, RN

## **INSPIRED BY INTEGRITY**

As mentioned in Section 6.21 – Business Description, we've been named One of the World's Most Ethical Companies by the Ethisphere Institute every year since 2015. The Ethisphere Institute is a global

leader in ethical business practices and sets the bar for corporate character, marketplace trust, and business success.

*“Northwell’s standing amongst the most ethical companies in the world speaks to the culture of compassion and quality care we deliver to our patients along with the high standards we expect from our employee caregivers,”* said Michael J. Dowling, President, and CEO of Northwell Health. *“This honor reminds us that we must hold ourselves accountable in everything we do each and every day.”*

### **INSPIRED BY INNOVATION**

There’s no question that saving lives is simply inspiring. And defining the future of health care, discovering ground-breaking therapies, and advancing science to prevent disease is at the heart of our brand promise, and something our team members truly live for. Across the organization, we continually encourage and empower all of our people to think about new ways to treat disease, keep people healthier, and expand health care services and access to more people. In short, we believe every employee is a stakeholder in our organization, contributing to the health care industry of tomorrow.

At Northwell, innovation starts at the top. (NEW) In 2018, Northwell President and CEO Michael J. Dowling was honored with [Press Ganey’s Innovator of the Year award](#), which recognizes an outstanding leader who has challenged the status quo to improve the overall safety, quality and experience of care and who has advanced the health care industry through disruptive change.

This entrepreneurial spirit is something we look for when we hire. And once on board, we take great care to promote a culture of innovation, inspiring our people with opportunities to be creative, think outside the box, and ultimately change lives. Some of the ways we do that include:

- **Ideas at Northwell:** Ideas at Northwell is our challenge-based program intended to source brilliant ideas from within our own walls. Team members respond to specific questions with innovative solutions and vote on their colleagues’ entries. The goal is for team members to inspire each other and to accelerate innovation, drive engagement, and solve business challenges. *(For more information about Ideas at Northwell, see Section 6.28 – Innovation.)*
- **Innovation Challenge:** In 2017, we launched an initiative to engage our team members in shaping the future of health care. The Innovation Challenge provides team members with the opportunity to compete as individuals or teams to receive up to \$500,000 from Northwell to progress their cutting-edge ideas. Additionally, the Innovation Challenge winner receives the President’s Award for Innovation – our most distinguished recognition of employee innovation.
  - This year, the Innovation Challenge had two winners, both exemplifying the skills and problem-solving capabilities of our team members.
    - [EDCAP aza-Peptide Building Blocks for Preferred Drug Characteristics and Real-Time Actionable Data \(RAD\)](#) - Many pharmaceutical drugs are peptides, small fragments of proteins. Unfortunately, peptides suffer from a very short half-life, and their effect can be short lived because they are destroyed in seconds in the

blood. Led by Dr. Yousef Al-Abed, Professor and Head of the Institute of Bioelectronic Medicine at the Feinstein Institute for Medical Research, the **EDCAP** team created a solution for this stability issue. They developed a novel method of building smart therapeutic peptides that can remain stable for hours in the blood. “Northwell can lead the transformation of future medicine,” Dr. Yousef-Al-Abed says.

- **RAD** stands for Real-Time Actionable Data and is a suite of device-agnostic tools that provide data from the bedside in the Emergency Room. The need for quicker decision-making in the most chaotic of environments fueled the team’s desire to develop a tool that would help allocate clinical resources where they are needed most urgently. The team was led by Eric Cruzen, MD Chief Medical Informatics Officer of the Emergency Medicine Service Line and Emergency Department Chair at Lenox Health Greenwich Village. He said, “The investment that Northwell makes in its employees is truly amazing. Creativity and innovation aren’t just encouraged, they are part of our corporate DNA.”

This challenge encourages all of our “inner-entrepreneurs” to solve a critical health care problem and feel inspired by the achievements they make for the broader industry. Some examples from this year’s finalists include a proprietary middle-ware solution to more efficiently relabel tubes referred to the lab for analysis from non-system sources and the continued development of a bed-side Alexa based voice assistant. *(You’ll find more detail on other innovations happening within our walls in Section 6.28 – Innovation.)*

### **More Than a Job**

Sharing the stories about life-changing and life-saving innovations on a regular basis ensures that our team members feel connected to our mission, their work, each other, and the impact we are making in our communities. We are inspired by our goal to be a national health care leader and the insight and innovations we deliver to the broader industry. Over the past few years, including the overall re-branding of our organization, we have made significant strides in helping our people more deeply connect with our mission and culture.

As a result, our team members are happier and more engaged than ever before, and in turn, our patients and customers are happier, too. Our people are proud to go home and tell their families and friends where they work, and we’re proud that they do.

*“I always smile with a sense of pride and belonging when I wear my Northwell jacket. I am frequently stopped by a community member who has experienced the excellence of the Northwell Health system and wants to share.” —Sherel M, RN*

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### **Question 6.26: Speaking**

**What are the distinctive ways in which managers, especially senior managers, share information with employees and foster a culture of transparency?**

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*“Trust is the key to success, in many ways. If team members don’t trust you, and you don’t trust them, you aren’t going to get anything done.” —Michael Dowling, President & CEO*

Before we became Northwell Health, we realized there was a very real communication challenge across our organization. The legacy of North Shore-Long Island Jewish Health System had left a disconnect among internal cultures across the region — and as our organization grew, we lost our unified voice and sense of identity. We relied heavily on traditional methods of communication, which were not reaching the bulk of our people, many of whom are on their feet all day caring for patients and have little time to sit at a desk with a computer. After receiving lower than desired employee engagement and patient satisfaction scores, we knew it was time for a change.

When we rebranded as Northwell Health, one of our most significant priorities was changing the way leaders shared information with our people. We focused on sharing and explaining business strategy and helping managers connect the dots for employees between high level discussion and the actions that we ask them to take in our facilities. We launched several new communication platforms to share information in ways that meet our employees where they are and give them transparent access to management thinking, including the extremely popular myNorthwell employee mobile app designed to put the “brand in hand,” boost transparency throughout the organization and empower our people.

We have always believed in the power of storytelling to enhance our Culture of C.A.R.E, and we take this approach when communicating with our people. Our senior leaders are expected to share their stories and experiences with the people of Northwell Health through multiple channels, creating a culture of transparency, trust and teamwork. We believe that expressing our culture proudly yet honestly and acknowledging both the good days and the bad days, helps us create the most authentic employee experience.

### **FROM THE TOP: A CEO WITH A MICROPHONE**

At Northwell Health, leaders play a crucial role in communication and it starts at the very top with our executive team. Providing opportunities for people to hear from these leaders is essential to their success and the success of our organization. It establishes trust and transparency, keeping everyone connected to and personally invested in Northwell Health’s overall mission.

Our executive leaders take the time to make rounds to different units, participate in one-on-one meetings with individuals regardless of level and recognize people and teams for outstanding work or significant milestones. President and CEO Michael Dowling plays an extremely active role in shaping Northwell Health’s culture, taking every chance to engage with people across all our facilities. From speaking at every Beginnings session (see Section 6.24 – Hiring) to participating in ugly sweater

Christmas parties, to walking the halls across facilities and simply being accessible to team members, Michael embodies Northwell Health — and his spirit and enthusiasm inspires everyone to follow. Additionally, each year he goes to each facility for a session called Cascading of Goals. In the session, he shares the successes from the previous year, making connections between the strategy, management's decision-making and the actions that led to each success. He then outlines the goals for the coming year, along with the actions and expected behaviors that will enable Northwell Health to meet those goals, and how they support and enhance our long-term strategy to find new and better ways to deliver health care. *(For more on Cascading of Goals, see Section 6.22 – Executive Effectiveness.)*

### **Monthly CEO Video Message**

In 2018, we rolled out a new, [monthly CEO video message](#) series to share timely updates with team members on a range of topics. In each message, Michael begins by outlining successful recent initiatives, such as the opening of new lab facilities and discussing the state of play on ongoing or new ones, like Northwell Health's planning application to rebuild Lenox Hill Hospital in Manhattan. He shares how these initiatives build on previous actions or acquisitions and what they will enable the organization to do going forward, giving employees an insight into how Northwell Health's strategy shapes management decision-making. He then takes the time to recognize and congratulate programs or facilities that have achieved milestones such as the first graduating class from our nursing school, or the successful completion of 17 heart transplants by the transplant program in its first year, and closes by thanking employees and inspiring them to continue to raise the bar. The tone is friendly and approachable. Michael genuinely cares that every employee understands what matters to the organization and the role that they play. The monthly messages run approximately 2-3 minutes in length and are delivered to team members via email, the intranet and myNorthwell app. The videos receive more than 10,000 views by team members. Here are recent videos from [November 2018](#), [December 2018](#), and [March 2019](#).

### **PREPARING OUR LEADERS TO COMMUNICATE**

Transformative leaders drive the future of health, wellness and quality-of-life improvements for the people and communities we serve. Leaders need a strong agenda and the right tools to revolutionize the system and engage their teams to create a powerful, long-lasting impact. In 2015, we realized that our leaders lacked these tools. Following our rebranding as Northwell Health in 2016 (discussed in Section 6.21 – Business Description), we put greater emphasis on training our leaders to be able to better communicate with employees and giving them more insight into and accountability for the success of our organization.

We put a lot of thought into the tools and resources we give our leaders to ensure they have everything at their fingertips. Highlights include:

- **Leader Guides and Toolkits:** These guides include key dates and timelines, references and talking points to help leaders communicate with their team members about key initiatives and strategic goals. The guides also include suggestions for ways to engage team members and allow them to share their stories. For example:

- The Leaders' Guide to the Brand Transition focused on helping leaders cascade the brand promise and different ways to inspire team members to live the new Northwell Health brand.
- As part of National Nutrition Month, leaders and designated Wellness Liaisons received toolkits exploring ways for people to participate in the month's activities, such as nutrition counseling and cook-off challenges.
- At Southside Hospital, leaders are invited to programs on communicating effectively, active listening, communications skills and crucial conversations.
- **Leader-exclusive section of our weekly e-newsletter:** The "Leader News and Updates" section of our E-News Bulletin newsletter aims to keep leaders informed and inspired to lead innovation and change in their teams. Content is curated specifically for leaders and includes "leaders-first" messaging.

#### **THE RIGHT CHANNEL FOR THE RIGHT MESSAGE**

Leaders and project teams partner with our Internal Communications department to create and execute communications strategies and plans designed to engage, inform and connect with Northwell Health team members and community physicians. Targeted leader messages are communicated across multiple channels and customized for each initiative to ensure the messages reach the right audience(s) and that an appropriate cadence is established to avoid oversaturating team members. Some of our most effective channels include:

- **Schwartz Rounds:** Patients and their families come to us in their most vulnerable state and often that evokes all kinds of feelings for those who treat them. Those emotions can have a serious impact on a health care professional's mental wellbeing as well as their quality of work. It's why we're focused on the mental wellness, burnout and resilience of every one of our valued employees. Enter the Schwartz Rounds. This system-wide program gives our employees a regularly scheduled time during their fast-paced work lives to openly and honestly discuss these issues, to feel supported, and to properly process. At these sessions, clinical and non-clinical team members who were involved in a particular case share how the case made them feel and the impact it had on them. Through this sharing, caregivers are better able to make personal connections with patients and colleagues when they have greater insight into their own responses and feelings. It's a place to be themselves and to take care of their own emotional needs so they can go and continue to deliver excellent care to our patients. We believe that when we can share our experiences with each other, we become better caregivers, coworkers, and people.

*"Schwartz Rounds provides a confidential space for all caregivers to talk about the way a patient and their family made the caregiver feel or how a particular situation made them feel. It is important that when we have these feelings, we process them and work through them so that*



*we are able to handle the next obstacle that comes our way.”*

—Pam Klatman, Director of Social Work, Cohen Children’s Medical Center

At Zucker Hillside Hospital the team follows a similar approach by holding weekly meetings of Quality Management (QM) staff and Nursing Leadership to discuss issues and improve team collaboration.

- **Town Halls:** We believe that employees are entitled to hear directly from senior leaders about the strategy and achievements of our organization, and to have an opportunity to ask questions or provide feedback to those leaders. To support this, all hospitals, sites and corporate areas host town hall events, where senior leaders discuss important issues concerning Northwell Health, including patient care priorities, changes in policies or procedures, professional development and business performance. These events serve as an opportunity for team members to ask questions, as well as generate excitement and motivation. For example, in 2018 as part of our Advanced Clinical Providers (ACPs) strategy to elevate the professional status of our Nurse Practitioners and Physician Assistants, we hosted a town hall to discuss the elements of the strategy, announce key appointments and answer questions from the ACPs. At Long Island Jewish Hospital, they call their bi-annual town halls a “State of the Union” and invite all team members and management to a discussion of site strategic plans and progress to date from senior leadership.
- **Fireside chats:** These informal chats with senior leaders are increasing in popularity across Northwell Health. Southside Hospital takes them a step further by hosting monthly fireside chats for leaders across the organization to learn different leadership styles and share their experiences as a leader in the system and in the health care industry.
- **Communication Cascades:** To help leaders and managers provide a consistent read out of important decisions to their teams, some of our facilities have created their own cascade processes. For example, Southside Hospital created “SSH In a nutshell,” a document that’s distributed to leaders after every weekly Senior Leadership Series meeting, detailing the important messages to be cascaded to staff. In addition, leaders are able to opt in to All Leader text message alerts that provide them with the information they need to communicate to staff in the palm of their hands.

At North Shore University Hospital (NSUH) information is cascaded from our Operational Excellence Leadership Meeting on Mondays, through a summary of “cliff notes” in the “Elevator Speech: This week at the Shore” that is sent on each Tuesday through our web-based branded platform (OpenMoves), as well as a summary in “News from the Shore” on Wednesdays. The content is also shared through Patient Safety Rounds each Friday and Weekend/Admin Rounds on Saturday and Sunday.

The team at Staten Island University Hospital (SIUH) sends out “The Town Hall Review” after

every town hall meeting to follow-up on specific questions that team members asked at the meeting. A Green, Yellow, Red light format is used to visually represent the status of these questions in being answered.

- **Leadership Updates:** At Staten Island University Hospital (SIUH), our Executive Director meets with each Labor Management Committee twice per year to communicate long-term plans of the hospital, review metrics, operations and facility improvements. The team also holds weekly Leadership Update Meetings where Senior Leadership communicates about new services, recognition, and policies. Information is cascaded by managers to their teams during daily briefs and department meetings.
- **Intranet:** With more than 12 million page visits per year, our employee intranet gives team members a central destination to access the tools, resources, information and content they need to do their jobs and connect with Northwell. Team members can stay up-to-date on news and important information about the organization, from policies and procedures to employee stories and the strategies behind company-wide initiatives. The site includes custom-designed, rotating banners that allow users to find the actionable content and initiatives all in one place, along with sub-banners promoting employee stories and other engaging content, comprehensive mega-menus to help users navigate to local or targeted content and information, interactive features like polling, as well as live online HR and IS chat functionality. The intranet homepage, which receives more than 12.6 million clicks per year, is also targeted based on the user's role (e.g., executive, nurse, physician).
- **E-Newsletter:** A weekly e-newsletter called the E-News Bulletin is sent directly to all 70,000 Northwell team members' inboxes every Friday morning and includes: announcements for key initiatives, Culture of C.A.R.E. weekly huddles, events and activities, information on education and career development opportunities, as well as the week's top press highlights. For instance, a recent edition carried the announcement from leaders of our *Ideas at Northwell* program, an eight-week challenge designed to give employees a powerful voice in making Northwell even better. There was an advanced notice specifically for HR team members prior to the company-wide announcement, calling on them to encourage participation once the initiative was launched.

Leaders were able to target the two groups separately thanks to changes we made in 2018, to streamline our e-newsletter strategy. We integrated three separate, targeted newsletters and package the content dynamically into special sections of the E-News Bulletin which are only visible to certain audiences. This enables leaders to provide specific messaging to set groups, while significantly reducing overall email volume.

- **Mobile App:** As a health care company spread out across 23 hospitals and 750 care locations, most of our team members spend the majority of their day on their feet with patients — and

not sitting at a desk waiting for the next email to pop into their inbox. Our myNorthwell employee app is an effective way to deliver leader messages to team members on the go while amplifying our employee communication and engagement efforts. The app fosters employee productivity by providing easy access to mobile tools and resources, while increasing employee engagement through the use of our custom-built newsfeed and push notifications to promote leadership messages and engagement programs. The app connects team members to our self-service portal for access to email, pay statements and timekeeping; our employee wellness and recognition portals; and even online check-in to our Northwell Health GoHealth urgent care locations. It also features a newsfeed that is regularly updated with employee-related content and exclusive news, employee discounts and key announcements. As an example, whenever Northwell Health runs a new TV commercial, it is always shared in the app ahead of time so that our team members can preview it first. We also have a targeted section of the app specifically for leaders to reinforce our leader communication strategy.

- **(NEW) MyISWorkSpace:** The Information Services department has recently implemented MyISWorkSpace a new collaboration platform to help streamline communications across Information Services. The tool is a single point of access for everything related to Information Services and it's used by Senior Leadership to communicate and connect with team members.
- **Social Media:** In addition to our public-facing social media accounts, we have two very popular "Northwell Life" internal/employee-facing social media accounts on Facebook and Instagram. Social media is a powerful tool to reach team members on platforms they use already in their personal lives. These channels allow team members to engage in an open, real-time dialogue with leaders and colleagues from across the organization in a more informal way. In our "Northwell Life" closed Facebook group, which has grown by over 77% over the last year, our team members and leaders engage by posting photos from team or system-wide events, asking questions to leadership, recognizing colleagues for outstanding work or celebrating personal achievements, expressing gratitude for exceptional care and support when team members or their family members receive medical treatment within the system, requesting service line recommendations within the system, and more.

This year we saw an uptick in likes (more than 376%) and reach on our Northwell Life Facebook Group and an increase in reach (more than 10%) and followers on our Northwell Life Instagram account.

- **Facebook Live:** The Center for Emergency Services (CEMS) uses Facebook Workplace for communicating with their various team members. Every week, they use the "Live" feature which allows employees to communicate with administration directly and in real time. This platform has been instrumental in communicating system-wide and department-wide initiatives, procedural changes and has allowed employees to talk about work related events, questions and concerns even when they may rarely see each other due to geographical or scheduling reasons.

- **Videos:** Whether to inform, instruct or simply to have fun, we've found that videos are a compelling way to connect with our people. Videos are often used to create "teasers" for large events and initiatives and we also use videos to share and humanize leaders and the employee experience through our culture of storytelling. Recent examples include a CEO video to kick-off the 2018 Annual Workforce Compliance program.
- **Carpool Karaoke:** Sometimes the best ways for leaders to communicate and connect with their teams is by getting out of the office and singing a little Bohemian Rhapsody. More than 30 executives [teamed up to film a video](#) encouraging team members to carpool to an offsite event in a fun and creative way.
- **On the Floor:** We know that communication doesn't just happen on the phone or through a computer screen or through our formal communication channels and vehicles. It's about what happens every day, all around us. So, we look for creative ways to ensure important messages about Northwell Health and our culture have a physical presence in the places where we work, whether on traditional bulletin boards or digital screens.

## **SHARING OUR EXPERTISE**

### **Careers Blog**

As we shared in Section 6.23 – Hiring, our careers blog is a rich source of information not only for those new to Northwell, but to our current team members looking to grow their careers here. Through our Q&A series, "[An Appointment with ...](#)" and our "[Wellness](#)" blog series, leaders take the opportunity to share the inside scoop on what it means to them to live our values, how they incorporate Northwell's strategic goals in their everyday work, and how we're "Made for this".

- Thomas Thornton, SVP and Executive Director of Northwell Ventures, spoke about [the recent growth on his team and what he believes is the future of transformative technology](#) in his "An Appointment With" interview. He even shed light on how he's working to redefine patient care by saying, *"We know that our staff is our best asset in terms of deciding which investments are right for Northwell. We meet directly with clinicians and staff to help decide where to invest and test new innovations for improvement and efficiency."*
- Even CEO Michael Dowling is featured on the careers blog, [sharing New Year's advice with current and prospective team members alike](#). *"Always have a sense of humility about your contributions to the organization," he said. "Having a positive attitude is one of most important attributes of any employee, as is perseverance. All of us are going to have bad days from time to time. Never give up when times are tough. And lastly, don't be afraid to fail."*

The blog provides leaders across Northwell Health the opportunity to highlight what their work means to them and share their perspectives with employees at every level across our facilities.

## **SITE-SPECIFIC AND DEPARTMENT MESSAGING**

While we have a robust array of communication vehicles that touch all of our team members at every level, it's also important to give our facilities, departments and teams the ability to cascade and reinforce patient-critical messages in a way that's authentic to them. Many of our sites have developed special programs they use to help their team members do their best work. Below are examples of just a few:

- **Patient safety rounds:** Started at North Shore University Hospital in the spring of 2009 and now currently practiced throughout Northwell Health. The over-arching purpose of these rounds is to embed a culture of safety at the staff level. Hence, the rounds were developed as a communication and safety tool for the bedside staff. Every Friday morning, safety rounds are conducted on all of the patient units and clinical/non-clinical service departments, and leadership teams provide a formal educational presentation and Q&A session. Topics have included:
  - Visitation Guidelines, Non-discrimination, and Non-harassment Policies and Procedures
  - Measles
  - Health Literacy
  - Language Access Services; Telephonic and American Sign Language Services for Patients who are Deaf/Hard of Hearing
- **Other leadership rounds:** At Staten Island University Hospital, the same leadership team of three individuals round on the same unit for six months before being reassigned. This gives leadership from various departments the opportunity to get to know team members throughout the organization.

At Long Island Jewish Medical Center, leaders participate in multiple rounding initiatives to help drive employee engagement, patient experience and quality objectives. Leaders use this opportunity to ensure staff are receiving communication cascaded throughout the hospital. Leaders participate in several rounding initiatives including: Lead Rounds, GEMBA Walks, Patient Care Services Leadership Rounds, and Leadership Recognition Rounding.

- **Site newsletters:** Nearly every location within our health system has their own newsletter to share location-specific information. Some of our unit and department leaders, including those at the Lenox Hill Greenwich Village site, use their site's newsletter to share a bi-monthly department employee experience update. Here, they address feedback regarding the employee experience from workforce engagement surveys and in other forums, such as team huddles and meetings.
- **Department newsletters:** Some of our departments also publish their own newsletters. For example, there's the monthly Pharmacy newsletter, "The Dose," which was launched in May

2018 to deliver content on a variety of pharmacy-related topics, news and events, Department project updates, upcoming initiatives, drug information, medication safety, and to check in with our pharmacy students on their rotations in our department. The newsletter is distributed electronically to all South Oaks Hospital staff via email, and each issue is archived on the Department of Pharmacy Services intranet page.

- At Peconic Bay Medical Center, **Transformation Ambassadors**, a multi-disciplinary group, join a morning safety call to share timely information to help prepare their teams for the day.
- At Staten Island University Hospital, **#What'sNew@SIU** is emailed bi-monthly to all team members. The email open rate is 41% and departments use it to spread the word about their accomplishments, new services, and exceptional patient experiences. A submission form is posted on the SIUH intranet inviting all team members to share their stories.
- **Digital Screens:** At Long Island Jewish Hospital (LIJ), we update our digital screen content with up-to-date employee communication content and key messaging to assist in our ongoing change management initiatives. Examples include updates to security procedures, parking, upcoming events and team member forums.

### **AN UPTICK IN TRUST**

Following the Northwell Health rebranding campaign and the greater emphasis on transparent internal communications, we saw a shift in both employee engagement and patient/customer satisfaction. Engagement scores increased significantly, and our people continue to demonstrate greater investment in both their daily responsibilities, and their interests in pursuing long-term careers.

We've heard from team members that they appreciate our diversified communications approach, the open dialogue with leaders and the chance for their voices to be heard. It's important that our people know their leaders are listening (and acting upon) their feedback, and most importantly, that our culture supports transparency and open dialogue.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.27: Listening

**What practices do you have in place to ensure that employees can openly share information and ask questions of their managers and senior leaders?**

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*“I regularly meet with groups of employees for breakfast and then individually as opportunities unfold. This past week, I met with three employees one-on-one. One gentleman who is earning his master's degree asked to interview me for a paper on leadership. I said ‘yes,’ which is my universal response when employees ask to meet.”* — [Michael Dowling](#), President and CEO

While listening is part of our bedside manner, it extends beyond our interactions with patients to the ongoing open dialogue we encourage between all team members and their managers and senior leaders. Each of us contributes – whether directly or indirectly – to positive patient experiences, a more responsive and innovative workplace, and better health for our communities. To do our jobs effectively, we need to ensure our team members are empowered to ask questions, share feedback, and know their concerns are heard.

That expectation of having your voice heard and acted upon is a standard that we set from every team member's very first day. President and CEO Michael Dowling joins Northwell's “Beginnings” orientation every Monday morning for several hours, [inviting new employees to write down questions for him](#) — both of a serious and more light-hearted nature. He answers them all.

Beyond this first day, we have multiple ways throughout the year to listen to our people and capture their voices, perspectives, ideas, and candid feedback. Through mechanisms such as pulse surveys, more extensive surveys like the Workforce Engagement survey, Modern Health care survey and the Great Places to Work Trust Index, as well as through formal and informal employee sessions, we look to not only capture this important data, but use it to make changes internally to better support our people. We share this data with leaders so they can immediately address it and make any necessary changes on an ongoing basis.

We're always looking for opportunities to listen, and one of the most exciting new ways that we've developed to hear and act on team member feedback is our Ideas at Northwell program.

#### **IDEAS AT NORTHWELL**

New in 2019, we implemented Ideas at Northwell, a challenge-based program to source ideas internally that could have the greatest impact on our patients, our teams, and our communities. Team members are encouraged to respond to a specific question with their ideas, and to comment and vote on entries. The goal is to harness the power of our team members to accelerate innovation within Northwell, drive engagement, and solve business challenges. Moderators help guide the discussions, and expert reviewers help select the ideas that have the most promise for implementation. *(For more information about Ideas at Northwell, see Section 6.28 – Innovation.)*

While we are proud of innovative listening programs like Ideas at Northwell, it's important that our team members know that their voices are heard throughout the year and in many different ways, both formal and informal. We accomplish this through a variety of in-person and virtual channels, including monthly town halls, manager 1:1s, leadership rounds, and engagement and pulse surveys, as well as formal divisions such as our Office of Corporate Compliance and Labor Relations Department and Advice & Counsel Center (ACC). More than simply listening to it, the feedback we gather through each of these channels is always respected, taken seriously, and acted upon.

### **TOWN HALLS**

Over the last few years, we have improved two-way communication and team member involvement in decision-making. For instance, executive leaders at the regional, site, service line, and department level now hold frequent town hall meetings with their teams to share information and answer questions. Town halls are held around the clock to ensure all team members — including those on night shifts — have opportunities to hear directly from our leaders, share concerns and get answers they need. For example, at Phelps Hospital, town halls are delivered by the president and vice president through 15 scheduled sessions on various dates/times, including one at midnight, to make sure everyone has an opportunity to attend. At Huntington, the Executive Team carries out 84 town halls to reach every unit and every shift. Typical topics across all of the teams include our performance against organizational goals, Northwell news, facility projects in the pipeline, and gratitude.

### **MANAGER 1:1s**

While town halls are excellent forums for teams and sites to hear from leaders and ask questions, we also believe that 1:1 time is essential. Each month, all team members have dedicated 1:1 time with their manager. These conversations can cover any topic but often focus on the employee's goals, day-to-day challenges, interactions with coworkers, new ideas, and development opportunities. We believe that many concerns can be addressed through consistent, transparent communications with managers — and it's why we value 1:1s for our people.

### **DEPARTMENT HEADS**

All department heads at Lenox Hill Hospital are invited to attend the monthly department heads meetings, hosted by senior leadership. The format was recently revised and not only includes operational updates and important information but now each session features a team member showcasing their corporate social responsibility commitment by traveling to other countries on medical missions.

### **LEADERSHIP ROUNDING AND PULSE CHECK TERMINALS**

Taking a nod from our commitment to patient experience, we are piloting two programs that use customer-focused approaches to gather team members' feedback in new and innovative ways. Similar to rounding by clinicians, our new **Leadership Rounding** program is where our executive team makes "rounds" across their respective facilities, going to all departments to see all team members, to provide recognition, share updates and gather feedback. Started in the Eastern Region, this practice has



now been adopted across the majority of the organization, allowing our team members more opportunities to approach our leaders. The Rounding Log includes questions such as:

- *“What are some of the ways that you CONNECT with our patients?”*
- *“What works well in this department; do you have any challenges or suggestions for improvements?”*
- *“Who are the people in this department that merit recognition?”*
- *“What questions do you have for me?”*

Because leaders “round” with a tablet, they can document challenges team members are facing, capture feedback, and ensure follow up. The next month when they “round” and encounter an employee who shared concerns, they can speak directly to them about the issue and make sure it was appropriately resolved.

Our **Pulse Check Terminals** are similar to the kiosks that you may find in an airport or other customer service centers. They ask one short static question, which team members can answer anonymously and allows us to get immediate insight into how our team members feel. Recent questions include, “Have you been recognized today?” and “Do you have the resources you need to do your job effectively?”

### **A Day in the Life**

At Staten Island University Hospital (SIUH), the executive leadership team spends four hours on the units shadowing front-line team members ranging from nursing, environmental services, to plant operations to learn first-hand what works well, what challenges exist, and to have an open dialogue with team members about their responsibilities. This on-the-job feedback is valuable not only for improving services, but it also recognizes these teams and their essential contributions to the organization.

### **HUDDLES**

All team members at Northwell are encouraged to participate in brief huddles on a Culture of C.A.R.E. topic each week. Team members also share real patient stories, and participate in storytelling and discussion starters. To encourage productive huddles, we ask people to have open communication and to stay grounded in respect and empathy.

### **NURSING FOCUS GROUPS**

Nurses make up the largest population of the Northwell workforce, and they are closest to the bedside. It goes without saying that their experience is critical. At our annual nursing retreat, Northwell’s CNO Maureen White held focus groups that included more than 200 nurses (mix of leadership and staff) to gather feedback around critical components of their work environment: staffing, safety, and tools/resources. Teams were asked to generate ideas to improve these three aspects within their current role and create ideas for ways their Senior Nursing Executive can support them in doing so. This feedback was shared with executive teams. Attendees were asked to prioritize all the possible solutions put forward, identifying the actions they felt most strongly about. The results were shared with CNO Maureen White to prioritize as part of the nurse engagement strategy for 2018.

## **ANNUAL WORKFORCE ENGAGEMENT SURVEY**

Each year, Northwell Health conducts an annual employee engagement survey, which lets all team members provide personal feedback to leadership and the organization across several areas. Good or bad, we want to hear it all and encourage team members to be completely honest about their experiences. It's through their feedback that we can identify areas of improvement, to continue to ensure Northwell Health is a great place to work for everyone. Year after year, we continue to act upon team member feedback and maintain high survey participation rates of over 70%. Here's our approach to getting the most out of our annual engagement survey:

- **Information gathering:** Our survey typically includes 50-60 questions covering team member sentiment (benefits, development opportunities, direction of organization), their direct supervisor (do they provide feedback, communicate effectively, etc.), coworkers (does the team work well together, is it a trusting environment, etc.), and day-to-day roles (do they have adequate tools and resources, do they have adequate training, etc.). The range of questions allows team members to provide feedback on myriad factors that affect their employee experience.
- **Survey analysis and sharing with leaders:** After the survey closes, there are several weeks of data validation and analysis before first sharing results with senior leaders. Last year, we invited all Senior Leaders to attend a single day of meetings to quickly share results "at the top," so we could then cascade results to all 70,000+ team members as soon as possible.
- **Sharing with the wider employee population:** We share results through a number of channels, including Town Halls hosted by business unit executive teams and HR, Leadership Meetings hosted by business unit executive teams and HR, and by asking unit managers to share results with their team as the first step to get them involved in action planning. Finally, as a follow-up, we send a Pulse Survey in the summer (more on that below).
- **Acting on what we heard:** All leaders of lower-scoring work units are required to put action plans in place — and are instructed to involve team members in identifying the focus area, as well as the design and delivery of any solution. Additional HR support is provided, typically in the form of confidential focus groups, to gather more information to help identify particular concerns and provide recommendations for improvement.
- At Staten Island University Hospital (SIUH), we began an **Engagement Mentor Program** where managers of low-scoring units are paired with managers of high-performing units. Several units have improved their engagement scores and the mentor program, during which successful engagement practices are shared, has been a big part of this success.
- **Pulse Survey:** To ensure action plans are effective, we choose some teams to participate in a pulse survey 6-8 months after our company-wide engagement survey. The pulse survey

addresses the areas for targeted improvement and asks team members if their department's survey results were shared, if they were involved in the creation of action plans, and whether or not they have been kept up-to-date. HR and executive leadership hold the work unit leaders accountable for both improvements in the targeted area and the extent to which they listen to team members during the process. Each quarter, our Chief Operating Officer and Chief Human Resources Officer review the action plan progress, providing business unit leaders the opportunity to learn what is being done within other locations, as well as share the great things they are doing.

- **Putting feedback into action:** Our Radiation Oncology team has a great example of how the survey helps departments improve. Radiation Oncology is a growing service line, and they were small, it was easy to be close-knit — everyone knew each other and what everyone was working on. As the department expanded, it became more challenging. Teamwork was difficult; team members were more likely to stay within their roles and not venture across the service line to understand what else was happening beyond their silo. There wasn't a holistic picture of what was changing as the team grew. All they knew was that things started taking longer to get done, and it was now more difficult to get ahold of colleagues than it had been. These challenges were surfaced in the survey, and soon after, Radiation Oncology introduced a new program to help improve communication and teamwork. The program, called "D.U.E. North," encourages all team members to take a "tour" of all other departments across the service. Each team showcases their best work and how they contribute, as well as sharing what an average day looks like. This has dramatically improved communication and teamwork as people get to know new faces and find out the best way to ask for assistance from different teams. Radiation Oncology is now a Tier 1, or highly engaged, team.

Our engagement scores in the 2018 survey show we're more engaged than 82% of other U.S. health care organizations in comparison to Press Ganey's national health care database. Our areas of strength include team members understanding their role in delivering on our three promises, feeling Northwell Health values their different backgrounds, and believing Northwell supports innovation.

### **COMPLIANCE HR AND HOTLINES**

While we believe most complaints about or challenges with working conditions, supervision, co-workers or other work-related problems can be handled through informal and private discussions, we do have formal channels available, along with a grievance procedure to help resolve issues, including:

- **Employee and Family Assistance Program:** Detailed in Section 6.31 – Caring, this program offers free and confidential sessions with highly trained and experienced counselors. Team members and their families can visit counselors in person or via phone call.
- **Advice & Counsel Center (ACC):** Our Labor and Employee Relations team has created a centralized Advice & Counsel Center to more effectively support the organization's needs

around employee and labor relations. The ACC is staffed by dedicated team members and labor relations experts to help to drive more alignment across the organization and to ensure high-quality and timely support to site leadership. The ACC covers 28,235 team members in 17 facilities and 13 service lines.

- **Office of Corporate Compliance:** Team members can confidentially report ethical breaches or compliance concerns to the Northwell Office of Corporate Compliance in person, by calling our EthicsPoint Helpline or online at [northwell.ethicspoint.com](https://northwell.ethicspoint.com). People can report to our Compliance Helpline anonymously at any time, and we also emphasize that team members can report matters to their supervisor or another manager in their facility.
- **Human Resources Departments:** Each facility has onsite HR leaders who assist with work-related concerns.

#### **SITE- AND DEPARTMENT-SPECIFIC LISTENING**

In addition to our organization-wide initiatives, procedures, and resources, each site is empowered to create programs that meet the needs of their team members. For example:

- **Northern Westchester Hospital (NWH)** team members and leaders connect through several channels including:
  - **Employee Congress:** The Employee Congress is made up of team members representing every department in the hospital, and they work directly with the Northern Westchester Hospital CEO, HR VP, and other leaders to make the hospital an "employer of choice." The Congress' goal is to improve the workplace and in turn, improve the patient experience, by addressing concerns that impact morale and satisfaction. These concerns can include work-life integration, recognition, hospital systems, quality of care, environment, compensation, benefits, education, recruitment and retention. At each meeting, the topic "It's the Little Things" is a regular agenda item, and each Congress member brings forward issues/concerns and suggestions from their representative staff. It's the responsibility of the Congress member to communicate all updates to their fellow team members at their regularly scheduled staff meetings. Nominated by their department, Congress Members typically serve three-year terms and may serve for up to two consecutive terms.
  - **Breakfast/Lunch and Dinner with Joel (CEO) and Lauraine (CNO):** Every month, Northern Westchester's CEO and CNO meet with their team members over a meal. Team members can talk about themselves, the work they do and bring up any questions/concerns they have. They developed The Employee Suggestion Process to track these concerns and ideas and communicate the responses.
  - **Tea cart/smoothie rounds:** The CEO, senior team, department managers, and Employee Congress members perform tea cart/smoothie rounds to all areas of the hospital. This

program provides a healthy break for staff and gives them an informal opportunity to speak to leadership.

- **Open Office Hours:** The CNO has open office hours where staff can meet with her directly over an issue or concern, or to discuss their development.
- **Southside Voice Engagement Committee:** Launched by Southside Hospital and comprised of staff employees, its goal is to be the voice of the front-line and to drive engagement, support wellness, and focus groups for management.
- **Employee social and well-being committee:** Lenox Hill Hospital launched this committee to get team members more involved in the decision making around social and wellness initiatives to enhance team member engagement.
- **One-year anniversary breakfast:** In Manhattan, HR hosts a One-Year Anniversary breakfast on a bi-monthly basis. This breakfast includes senior leadership and gives the celebrated team members the opportunity to reflect on their first year and provide feedback about their experience, areas of opportunity, and ask senior leadership questions.
- **Lenox Hill Hospital, Manhattan Eye, Ear and Throat Hospital and Lenox Health Greenwich Village:** In 2017, they rolled out a new **You Said, We Did! communication tool** — a bi-monthly employee experience update. This tool is used to respond to questions and concerns that team members have raised in our Workforce Engagement Survey and in other forums such as town hall meetings. Leaders also receive *You Said, We Did!* templates that they can populate to address feedback and cascade to their teams.
- **Long Island Jewish Valley Stream:** New Chief Nursing Officer Jay Civello hosts Town Halls for nurse and ancillary staff to get to know him and his team, while Executive Director Steve Bello hosts monthly roundtable discussions with team members. These “Sessions with Steve” foster an open and transparent relationship between team members and administration thanks to Steve’s candid, on-the-spot responses. (NEW) In 2019, the site introduced “LIJ Listens” — an in-person Q&A with senior leaders, where team members can share feedback or questions in advance to be addressed during the session. These are all part of a revamped communication strategy designed to encourage two-way conversation.
- Within our **Ambulatory group**, departments have specialized listening tools to help gather feedback and create an open dialogue. The Medicine team encourages team members to send ideas, patient letters, and success stories by emailing them to a central mailbox so they can be shared more broadly. Meanwhile, at our Cancer Institute, the Collaborative Care Council meets monthly to discuss opportunities to boost employee engagement. The Collaborative Care Councils were established across our hospitals to promote local governance and decentralize

decision making and are discussed in more detail in Section 6.28 – Innovation. Other groups within Ambulatory hold departmental town halls and executive breakfasts, host employee engagement committees, and leaders across the team promote an open-door policy.

- **Staten Island University Hospital (SIUH):** This year at SIUH, administration provided a quick ten question survey available through email and via the “What’s New @SIU” newsletter to gather feedback from team members on how we can create the best work environment. As a result of responses to this survey, SIUH has provided additional areas for team members to relax and socialize during breaks with tables, chairs, and couches; we’re negotiating discounts with several daycare agencies; and we’re collaborating with various businesses to provide automatic services such as having your car picked up for an inspection and dry cleaning pick-up and delivery.
- At both **Zucker Hillside** and **South Oaks Hospitals**, bi-weekly “Coffee with Carolyn” sessions with the hospitals’ Executive Director provide direct access to senior leadership and two-way communication between leadership and frontline staff. The goals are to share system and hospital updates, gather feedback, and address issues.
- **At South Oaks Hospital:**
  - The senior leadership team hosts monthly Open Forums, similar to Town Halls, to cascade system and hospital information and provide an opportunity for staff to ask questions to leadership. The Forums travel to four different locations across the hospital campus to ensure as many staff as possible can attend.
  - Pharmacy staff are encouraged to review existing policies and training modules to ensure that the success of new initiatives is not only achievable but also sustainable. For example, in 2018, the department implemented patient discharge counseling. Based on staff feedback, Pharmacy team members began attending Care team meetings on the unit where counseling was done. They also developed a hand-off process to make sure pertinent information is transferred between colleagues if different pharmacists attended the meeting and provided patient counseling.
  - Leadership engaged the Case Coordinator supervisors in the planning process for a new modular building. Their feedback contributed to room/station assignments, building décor, and tools and resources provided, and to the naming of the suite, “CC Suite.”

We believe our team members should know their voice is heard, so we look to find ways throughout the year to make it simple and safe for them to share information and ask questions of their leaders. Beyond the channels we shared above, we’re proud to say that in many cases, our team members email our CEO directly. While he’s not able to answer every question personally, although he certainly tries, any unanswered questions are routed to the appropriate department, and team members receive a personal response.

When it comes to listening to our employees, open communication, and acting upon their feedback are our guiding principles to creating a culture of caring that extends to our people and our patients.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.28: Innovation

Please help us understand how your organization involves employees in contributing new ideas and better ways of doing things that translate into positive improvements and innovations for your business. What systems, training or resources drive your approach to creating and sustaining an innovation culture? How do you recognize and reward innovation? What examples do you have of ways that a wide range of people in your organization are involved in innovation? What specific metrics do you have that reflect the impact of innovation in your organization? (For example, # patents per employee, % annual revenue from new products.)

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*"We need to be innovative. We need to stay cutting-edge. It's about maintaining our innovative state, being flexible, and tapping into those 70,000 minds out there to make certain that we're still market competitive."* —Mark Solazzo, Executive VP and Chief Operating Officer, Northwell Health

*"Our team members represent hope, understanding, compassion, and acceptance for our patients. They are everyday heroes who work tirelessly to make the experience for our patients and their families better in new and innovative ways."* —Carolyn Sweetapple, RN, Ph.D., CPA, Executive Director of Zucker Hillside and South Oaks Hospitals

At Northwell Health, we're on a mission to define the health care industry of tomorrow. Our strategy is to activate and encourage our 70,000 employees as partners in business-critical decision making. We know the team member who's challenging the status quo today may just be the one to discover the next breakthrough tomorrow, and we create feedback mechanisms and innovation challenges to capture these extraordinary ideas. Most importantly, our strategy includes creating an environment where team members are encouraged and empowered to share their feedback freely throughout the year.

The reality is our patients trust our team members with their lives, so we'd be foolish not to trust them. Big or small, we want to hear their suggestions and we plan for different ways to make that happen, from the posters lining our halls with the line, *"Made for small ideas that make a big difference,"* to the prestigious President's Award for Innovation. We want the good, the bad and the ugly. And we've received it.

We are well aware that the history of medicine is one of continuous improvement, so we have created a number of channels to encourage team members to share ideas. However, ideas without action don't help anyone, so we also focus on ways to implement great suggestions, turning feedback into new processes, products and ways of providing care. As a result, we are stronger, smarter and more efficient, and everyone benefits.

### **INNOVATION PROGRAMS, AWARDS AND CHALLENGES**

#### **(NEW) Ideas at Northwell**

This year, we've created a new system-wide program focused on everyday innovation and innovation



for all by all. “Ideas at Northwell” is built around a series of time-bound “challenges” in which the organization poses questions to team members and uses a new web platform, Idea Lab, to crowdsource ideas. The goal is to harness the power of our team members to accelerate innovation, drive employee engagement and solve business challenges. Our team members witness the day-to-day interactions, procedures and processes and, likely, inefficiencies throughout our cycle of care or operations. This program lets them share their ideas and solve for them.

Each challenge runs for eight weeks, during which team members can submit, comment on, vote for, and prioritize ideas in response to the challenge question. Moderators help guide the discussions, and at the end of each challenge, the ideas with the most promise for implementation are chosen based on team-member voting and expert reviews.

Not only did every team member within the health system have an opportunity to participate, but they also have a front row seat in the development, testing, and implementation as their ideas progress.

We launched the first system-wide question in May, asking, “Think about the tasks you perform every day. Are there any that you should stop doing? Hint: Consider tasks that waste time or don’t benefit our patients or team members.” After receiving nearly 750 idea submissions and more than 40,000 team member votes and comments, we were pleased to share seven top ideas and recognize the team members who submitted them. Their ideas will save time or money, drive positive patient experiences across our organization and provide better health care for the communities we serve, and we look forward to seeing them come to life.

Dr. Mario Castellanos, Associate Director of Research in the Department of Medicine at Staten Island University Hospital and his team won the first Ideas at Northwell challenge with their “Vital Signs Check” innovation. It would use a combination of a wireless patch and computer-based monitoring and analysis to acquire data to develop predictive algorithms for earlier diagnosis, to ultimately deliver automatic real-time vital signs alerts for actionable care.

### **Innovation Challenge and Awards**

Innovation is one of our core values at Northwell Health. We’re continually looking for ways to make health care better tomorrow, and all our people play a role. To encourage people to share their ideas and better ways of working, we host challenges and create awards programs that reward people for innovative solutions.

Highlights include:

- **The President’s Award for Innovation:** As discussed in Section 6.29 – Thanking, the President’s Award is the highest honor at Northwell Health, celebrating individuals and teams who represent the very best of the organization, serve as role models and demonstrate innovation in everything they do. The “Innovation Award” — one of six award categories — honors an individual or team whose creativity, thought leadership and entrepreneurship has positively

impacted Northwell Health's strategic goals. Some examples from this year's finalists include a proprietary middle-ware solution to more efficiently relabel tubes referred to the lab for analysis from non-system sources; the continued development of a bed-side Alexa based voice assistant; and a solution to the stability issue of peptides (found in pharmaceutical drugs) to make them more effective and long-lasting in blood.

- **Innovation Challenge:** As discussed in Section 6.25 – Inspiring, we launched a challenge for our team members to engage in shaping the future of health care. The Innovation Challenge provides team members with the opportunity to compete and win a funding award of up to \$500,000. This challenge encourages all of our “inner-entrepreneurs” to look to solve critical health care problems and feel inspired by the achievements they make for the broader industry. The finalists of the Innovation Challenge are also recognized as finalists for the President's Award for Innovation, mentioned above.
- **Medical Innovation Contest:** Each year, Northwell Health hosts a four-week-long medical innovation contest, where public voting decides which of three medical innovations developed by researchers and physicians will receive \$100,000 in additional research support.
- **The Glen Cove Chef Challenge:** Culinary masters from all of our hospitals compete in this contest, proving they can serve up delicious, restaurant-quality meals without the added high fat, calories or sodium. We take this very seriously and have a lot of fun together, and the winning kitchen gets bragging rights for a year. Sharing ideas and recipes through challenges like this, and our Huntington teaching kitchens, brings caregivers together, encourages a healthy lifestyle, and builds engagement among our team members.

Sven Gierlinger, vice president and chief experience officer, says, *“We are investing in a culture of health and wellness in order to maintain a healthy workplace and workforce, and it starts with food. Patient meals are more than nourishment. We are looking to provide innovative recipes that will drive quality and enhance the patient's experience.”*

## **EVERYDAY INNOVATION**

At Northwell, encouraging innovation is not just tied to special programs; it's a core part of our culture, and we embed it in our day-to-day behaviors.

### **(NEW) Everyday Innovation Toolkit**

This year, to support our innovation by all culture, we've created our new Innovation Toolkit. Designed as a practical guide to shift the way ideas are put into practice, the interactive kit includes tools and activities for teams to use in their regular huddles or meetings. The goal is to provide a framework for innovation so that it's easier for teams to identify, prioritize, and work through problems with an innovative mindset.

The toolkit includes tips on identifying the business problems that are most likely to benefit from an

innovation focus, how to achieve quick wins to drive momentum, develop longer-term goals and prioritize issues so that a team can make the most impact. The toolkit also includes how-to tips on brainstorming, quick conversations, and guidelines for collaborative innovation.

### **Engagement and Pulse Surveys**

As we discussed in Section 6.27 – Listening, we take the feedback we receive in our engagement surveys seriously and make business-critical decisions as a result. Some examples of how we have received feedback and translated it into innovative ways to improve our work include:

- **(NEW) Talent and succession planning:** This year, we enhanced our talent assessment and succession planning processes in response to employee feedback that the promotion process was a mystery. The annual process helps the organization identify the next generation of leaders for critical roles and the feedback guided us to incorporate additional leadership levels as well as create a new process to identify emerging leaders that better reflects the experience of our team members. *(For more, see Section 6.30 – Developing.)*
- **More formal recognition:** In our 2015 Workforce Engagement Survey, many team members expressed the desire for recognition to be more formal and to take into account all of the ways that team members go above and beyond. In response, our Department of Total Rewards launched myRecognition (described in more detail in Section 6.29 – Thanking). This program rewards and recognizes colleagues for exemplifying one or more of our six key behavioral expectations: Patient/customer focus, Teamwork, Execution, Enabling change, Organizational awareness, and Developing self. We involved our team members in deciding how we recognize our teammates, listened to their frustrations and acted — and the response has been incredible. In 2019, we launched myRecognition 2.0 with single sign-on functionality, making it even more accessible for all and easier to use.
- **myNorthwell App:** The development of the myNorthwell App (discussed in Section 6.26 – Speaking) grew directly from employee feedback around ways to improve what were seen as inconsistent and inaccessible communications. We heard them and put their great ideas into practice. By using mobile technology, our team members are now getting their important updates anywhere, anytime.
- **Solving labor-management issues:** Our Integrated Distribution Center (IDC), had a complex labor-management project. The IDC was not meeting the needs of the organization — shipments were continuously late, orders were wrong, and team members were overworked. To solve it, we used input and feedback from our team members. Instead of leadership trying to “fix the problems,” they held focus groups with team members to learn more. The result? They came up with new and more creative solutions together, and the entire center turned around with some of the highest engagement scores in the health system.

- **(NEW) A new way to create higher workforce engagement scores:** The 2017 Workforce Engagement Survey indicated that the Radiation Oncology service line needed more team collaboration. This led to a “passport-filled” journey over the past year to improve employee engagement. The survey showed that as the service line was experiencing rapid growth, people felt they were working in siloed environments, lacking understanding about others’ roles and their daily activities. This led to some difficulties when working across teams. It became clear that there was a real need to break down the silos and nurture collaboration.

This realization led to the development of *D.U.E. North* (Driving the Ultimate Experience North) – a department-wide program, launched in September 2017 that enables team members to get to know each other and understand their work while building trust, collaboration, and respect. As part of D.U.E. North, everyone is issued a passport that they fill with stamps from each of the ten teams within the department. Each team has developed a 10-15-minute presentation providing key highlights and takeaways to facilitate greater departmental understanding. To obtain stamps in their passports, each person schedules time with individuals from other teams who deliver the presentation and answer questions.

Since the program launched, every Radiation Oncology team member has filled their passport with all ten team stamps. New hires also participate in the program to jumpstart their success within the department. The results have been very positive, leading to improved teamwork and engagement. In fact, the service line currently is tied with the highest employee engagement score within Northwell at the 99<sup>th</sup> percentile, with physician engagement at the 96<sup>th</sup> percentile. With each team member as a participant and an educator, the program has served as a meaningful opportunity to build relationships and develop new ways to work together.

### **“We’ve Heard You”**

“We’ve heard you” feedback tools are accessible across our sites and facilities to gather valuable feedback and involve team members at every level in decision-making. Examples include:

- **Thought boxes:** Available across facilities, these boxes serve as a way to share ideas, feedback, and suggestions. Team members can fill in a postcard with their thoughts and pop it in the designated box.
- **Pride wall:** A “Polaroid Style” of post-it notes is used to capture ideas, thoughts, and feedback (also known as a “localized sharing wall”).
- **Collaborative Care Councils:** Northwell recognizes the critical role that teamwork and communication play in not only providing the best possible quality of care to patients but also encouraging team members to freely share new ideas and better ways of doing things. With this in mind, we created Collaborative Care Councils (CCC) in our hospitals and skilled nursing facilities that promote local governance and decentralize decision-making. These councils provide an infrastructure for team members from all disciplines and levels to address processes

and issues, become engaged in decision-making, and to plan for improvements. In addition, through the councils, team members build relationships within departments and across various disciplines, which in turn leads to more cross-fertilization of ideas, which is fundamental to innovation. The councils then share the improvements made based on team members' decisions across the organization.

A great example of how the CCC approach gives rise to innovations that improve patient care comes from Southside Hospital. Nurses could not anticipate the times of meal delivery to patients because they were not consistent, meaning that the nurses had to "chase" the trays to ensure their patients received insulin at the right moment. The CCC invited the dietary team to come and work on a solution. As a result, there's now an announcement over Vocera, the nurses' communications app, about trays leaving the kitchen, giving nurses a 15-minute lead time to administer insulin. We're happy to report that it's been working successfully.

### **EXAMPLES OF INNOVATION HAPPENING WITHIN NORTHWELL**

With patients at the forefront, we empower our team members to implement changes that can positively impact care and make decisions that are in the best interest of those they care for.

These suggestions come from everywhere, including a 13-year veteran of environmental services within one of our tertiary facilities, Lorenz "Buddy" Mayer. Through observation, Buddy noticed that within hospital rooms, people who tugged at the curtain consistently grabbed it at the same spot. *"Nurses would complain that it would take an hour to remove a curtain and reinstall a new one. Then, there were the expenses of laundering, wasted staff time and replacing old curtains with new ones,"* said Mayer. Believing there had to be a more cost- and time-efficient way to clean and disinfect privacy curtains, which are a source for potential infection, he proposed sewing a 10-inch panel made of hospital-grade, cleanable laminate to both edges of the curtain to form a safe handhold area. Hand Shield's® design allows environmental staff to disinfect the edge of the curtains on-site and with standard cleaning materials. The product is simple, effective, and sustainable. Together, Northwell Health and Buddy have commercialized the Hand Shield® curtain.

This level of innovation and desire to impact patient care does not stop with Buddy. Marie Roggenkamp, RN and Susan Knoepffler, RN, VP and Chief Nursing Officer helped to invent the Nightingale phone at Huntington Hospital. It is a device at the bedside with a built-in speed dial button that reaches a nurse directly, via a device that was originally used for nurse-to-nurse communication while away from the nursing stations. This product reduced nurses' response time toward their patients.

Some more great examples of the innovative mindset of our team members include:

- **3D-printed body parts:** Northwell Health is decreasing costs and improving surgical outcomes through the use of [3D-printed replicas of patients' body parts](#). Surgeons can print models of patients' heart or bones to prepare more precise, patient-specific treatments. As quoted in this [Fast Company](#) article, "...In one recent case, Northwell doctors used a 3D-printed model for a

seven-year-old boy who had a tumor in his palate and nasal cavity. Using the model, doctors were able to meet with the boy and his parents and explain differences in treatments that would have been difficult to understand without a visual aid. *'The use of 3D printing helped bridge that gap so that the family could see how each surgery was different while weighing the pros and cons related to both functional and cosmetic outcomes against the risk for disease recurrence,'* says Neha Patel, a pediatric otolaryngologist who worked on the case."

- **(NEW) Revolutionizing perioperative ambulatory care:** In November 2018, Manhattan Eye, Ear & Throat Hospital (MEETH) became the first Northwell Health ambulatory center [to perform robotic surgery](#). By allowing surgeons greater precision, dexterity, control, and visualization, robotics have proven to contribute to less post-operative pain and discomfort, minimal scarring, and improved patient recovery times. The Da Vinci Surgical System, now utilized at all of our hospitals, advances minimally invasive surgery for patients and surgeons by providing a natural extension of the surgeon's eyes and hands into the patient.
- **Endless advancements from the Feinstein Institute for Medical Research Center:** From conducting studies to reduce postpartum depression to driving innovation in how a mother's milk is fortified directly after birth, to a new approach to stroke treatment — every day, our team members make discoveries. In particular, at the **Feinstein Institute for Medical Research's Center** for Bioelectronic Medicine, nerve stimulation is changing the way we treat diseases, injuries and conditions such as rheumatoid arthritis, Crohn's Disease, diabetes, paralysis, bleeding, and even cancer. These discoveries are training the body's defenses to cure itself.
- **Bottle Cap:** A virtual application that provides patients with automated text messaging and online coaching to learn about and reduce their consumption of alcoholic beverages.
- **Alexa, Ask Northwell:** It searches across all of our emergency departments and Northwell Health-GoHealth Urgent Care locations, to deliver current wait times for our patients. It also provides the shortest wait time by zip code.

### **BY THE PEOPLE, FOR THE PEOPLE**

Innovation can lead to small changes or result in the reworking of significant aspects of our organization.

### **Innovative Approach to Rebranding and Our Employee Promise**

For instance, as discussed in Section 6.21 – Business Description and Section 6.25 – Inspiring, we relied on feedback and new ways of thinking from our people to help ensure the success of our most recent rebranding.

While we continue to recognize and encourage each of our hospitals and sites to have their own identity, our people were inspired to have a voice in the rebranding efforts and scores across employee engagement, and patient satisfaction surveys increased significantly as team members took a proactive role in helping to shape our new brand. In fact, our engagement scores went from the 38<sup>th</sup> percentile in

2012, to 68<sup>th</sup> in 2016 and to 82<sup>nd</sup> in 2018 — well on our way to reach our goal of reaching the 90<sup>th</sup> percentile by 2020.

We turned to team members again when we wanted a new way to express our refreshed organizational values and how well they define who we are and what we expect. The process of creating our employee promise demonstrates how listening to the ideas shared by our team members has led to major transformations at Northwell Health. We wanted to be able to truly articulate who we are and what we do, creating an environment in which people feel able to contribute to our continued improvement and evolution. To do that, we spoke to more than 2,000 team members to find out what Northwell Health meant to each one of them. We talked to physicians, administrators, clinicians, and nurses from every department.

We captured the sound bites — the powerful, emotional, hard, funny — the real voice of team members, and created our employee promise and “We hear you” opportunities for people to share their ideas going forward.

We believe that our team members are smart, innovative, and ambitious, and never settle for the status quo in any area of our business. They are constantly imagining new ways to improve systems and processes and different ways to enhance the care we provide to our communities — and we aim to provide as many opportunities as possible to encourage their enthusiasm and innovative spirit.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.29: Thanking

**How does your company show appreciation and/or recognition for employees' good work and extra effort, or other achievements? If specific programs involve awards, please describe the nature of the awards (i.e. cash, gifts, time off, etc.) as well as how many employees receive each award annually.**

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*“Maintaining a positive work environment and keeping employee morale high is a huge part of our organization’s success. Your job satisfaction is of the utmost importance to me, and I truly value and appreciate your hard work and dedication in helping to make Northwell Health the best that it can be.”*

—Michael Dowling, President & CEO

There’s no sugar-coating it. Working in health care is stressful. Those who do it embark on this career because they truly have a passion and want to do everything they can to improve the lives of people in their communities.

The work is challenging, the hours are long, and the intensity is high. But our people are incredible, consistently going above and beyond their responsibilities to ensure a supportive, positive environment. For this, we are extremely proud and grateful.

We want our people at every level and across all of our facilities to feel appreciated and recognized, whether formally or informally. We demonstrate that appreciation in myriad ways — from managers recognizing great work, to team members nominating each other for awards, to our patients and customers recognizing our team. Our team members are willing to go the extra mile even in the most trying circumstances because our culture is deeply supportive and grateful for their efforts.

From our organization-wide myRecognition platform to informal shout-outs on social media to annual awards, programs and events, we believe in frequently and sincerely rewarding commitment and performance at every chance and at every level.

### **MYRECOGNITION: MAKING IT EASY FOR EVERYONE TO SAY “THANK YOU”**

We have more than 70,000 people, and we designed our myRecognition program to make it easy for team members to recognize colleagues who exemplify one or more of our organization’s six behavioral expectations:

- Patient/customer focus
- Teamwork
- Execution
- Enabling change
- Organizational awareness
- Developing self



Launched in 2016 by the Department of Total Rewards, myRecognition was created in response to feedback from our Workforce Engagement Survey, in which team members asked for different ways to be recognized. We've seen an amazing 73% of team members use the program to recognize a colleague for outstanding commitment and delivery of our mission, vision, and behavioral expectations.

With the program, anyone can nominate a colleague for recognition — regardless of team or level of seniority. We frequently prompt people to celebrate their colleagues around national events like Employee Appreciation Day or National Doctor's Day. A notification with a certificate is then emailed to nominees and their manager. The nominee's manager has the option of further sweetening the nomination by upgrading it with points, which the recipient can cash in for a variety of gifts, ranging from household items to event tickets and vacation packages.

Giving rewards on the myRecognition platform has evolved into a form of "common currency" at Northwell Health and is often used to recognize our team members for various programs or efforts including wellness initiatives, blood donations, tobacco cessation, employee of the month, cybersecurity efforts, safety catches, volunteering, patient recognitions, and more. Since the start of the program, we've given more than 300,000 recognition awards, translating into more than 835 million award points.

(NEW) We've made updates to the program recently and introduced myRecognition 2.0! Here are some of the revamped features and opportunities for our people:

- We've introduced an **improved user experience** with a new interface and single sign-on access, making recognition much easier and more accessible for all.
- With the new interface, we've also added digital E-greetings that can be quickly sent through the platform to acknowledge a variety of life events as well as our "Truly Values." There is now also a social newsfeed where team members can invite colleagues to be in their network and "like" and comment on recognitions received.
- A program for all should still feel special and unique, so team members can now **share their recognition preferences** (points, thank you's, kudos, etc.) by completing a "myRecognition Registry" so their supervisors know what means the most to them.
- Team members can view our **North Star leader boards**, which show recognition points by facility, providing even more recognition to those demonstrating their commitment.
- We're sharing **organization-wide stories** on a rotating banner on the myRecognition website as well as our internal Northwell Life Facebook group, working to reinforce the right messages while we showcase our impressive team members.
- The **new platform tutorial** includes Quick Reference Guides to help new users get up to speed and involved quickly, and we'll be adding short video tutorials later this year.

- Supervisors can now access a new **Leader's Recognition Check List** on the platform with daily, weekly and monthly reminders aimed to assist with their recognition efforts in support of our organization's culture of recognition.
- **All gifts associated with myRecognition 2.0 are now grossed up**, so Northwell Health can cover the required taxes and not place the burden of a gift on our people.
- Team members **can now contribute their myRecognition points** to the Northwell Foundation. In 2018, team members donated more than 900,000 points. At 200 points per \$1, that's over \$4,000.
- In the fall, we're rolling out the **myRecognition App**, and in 2020, a **welcome point incentive** for new team members to earn throughout their onboarding program, and **new games** within the platform.

The online component of the program, the myRecognition website, is where team members go to see the behavioral expectation nominations, nominate colleagues for awards and recognition, and send e-greetings and thank you cards. The myRecognition site is also where team members go to redeem points they've earned, exchanging them for gifts and prizes.

### **UNIFYING NORTHWELL THROUGH OUR FORMAL AWARD PROGRAMS**

To keep the Northwell Health brand unified across all our hospitals and sites, we created a variety of opportunities to recognize team members for outstanding performance — regardless of role or location. These organization-wide programs allow team members to share gratitude with one another and feel acknowledged for their work by the highest levels of leadership.

#### **Examples of our formal award programs include:**

- **The Truly Awards:** The Truly Awards celebrate the impact that Northwell Health physicians — who are members of our medical group, Northwell Health Physician Partners — have on the lives of people who need them. All Northwell Health team members are asked to nominate a physician for one of five awards, each aligning to one of our Northwell Health values. Then, after a committee of senior leaders selects our finalists, all team members get to vote for the recipient of each award. There is a gala celebration event for the finalists and award recipients followed by communications across Northwell Health and its community recognizing all nominees.
- **Military Memorial Day Celebration:** Over the last ten years, we've demonstrated our commitment to offering high-quality and compassionate care to the patients and families of those who served and are still serving our country. We're privileged to not only care for the brave men and women of the military but to also work alongside them. In 2019, Northwell Health celebrated its Seventh Annual Military Appreciation Reception, complete with inspiring

stories from keynote speakers that led into a concert in the evening. Attended by 2,600 service members, this event was held New York City at Rockefeller Center and later at Radio City Music Hall where Imagine Dragons took the stage. This was Northwell's way to thank all of the service members of our communities. Check out more [here](#).

- **Service Awards:** Each year, about 7,000 Northwell Health team members will celebrate a milestone service anniversary. To recognize and thank them for their service, Northwell Health team members receive a personalized letter of thanks from President and CEO Michael Dowling, along with a service award recognition gift during their anniversary month at each five-year milestone. Our recognition gift vendor, Halo, mails eligible team members a gift catalog directly to their homes with a selection of gifts (cooking, carpentry, gadgets, electronics, jewelry, travel, etc.). The catalog offers a large variety of brand-name gift selections that are continuously updated to reflect current trends. Award packets arrive approximately two weeks before a person's anniversary month. Team members can order their gifts via a Gift Net website, phone, or fax.
- **Leadership Award:** Leaders can nominate other leaders who demonstrate exemplary capabilities. Nominators are asked to describe how a nominee shows leadership skills such as the ability to teach, train and maintain a culture strong in employee engagement and patient experience, as well as how this leader effectively manages execution and teamwork and has worked behind the scenes to improve his or her unit. Winners receive a small gift and myRecognition points.
- **Patient's Choice Awards:** Every day, we ask our patients to rate attributes of their encounters with our physicians using a Press Ganey patient satisfaction survey. We assess how well these physicians met or exceeded patient expectations during a patient care encounter and Northwell Health Physician Partners, our medical group, presents an Annual Patients' Choice Award to coincide with celebrating National Doctor's Day on March 30. We express our deepest appreciation and gratitude to our physicians and provide the highest recognition to top-rated physicians who earn the highest patient feedback scores.
- **DAISY Award for Nurses and Nurse Leaders:** Awarded by the DAISY Foundation, this monthly international program rewards and celebrates nursing staff with extraordinary clinical skill and compassionate care. Patients, visitors, or hospital team members can submit a nomination.
- **Breakfast with the Stars:** Offered both quarterly and bi-annually, approximately ten team members are recognized based on their mentions in patient surveys, comment cards and letters from patients or their families. The Patient Experience team, in partnership with Food & Nutrition and HR, invites several exemplary team members to a celebratory breakfast with Administration to receive recognition, which includes a gift basket, a certificate, and

myRecognition points.

- **Wall of Fame:** Hand-written notes of appreciation from patients and families are framed and presented to the team member mentioned.
- **Blood Donor Awards:** Northwell Health partners with the New York Blood Center to encourage team members to participate in blood drives across the organization. Every day, blood donations help to save lives. Team members receive 750 myRecognition reward points for blood donations hosted through the New York Blood Center. In addition to reward points, blood donors are also eligible for an additional PTO day after completing three successful blood donations. Donors who are ineligible for a blood donation receive 375 reward points for their good intentions.
- **North Star 90:** We give this award to hospitals, service lines, and related business units that achieve the 90<sup>th</sup> percentile nationally in patient experience. In 2018, we had more than 80 honorees for the awards.
- **North Star Gala:** The North Star Gala celebrates everyone who receives a Patient Care Service Award, is a Shining Star, or Shining Star Leader, a North Star, and the Nurse Practitioner and Physician Assistant of the Year. It's another way we show our people how appreciated they are.
- **Employee Appreciation Barbecues:** Once a year, during the warmer months, Northwell Health leaders, in collaboration with site Human Resources, host barbecues as a gesture of appreciation for our team members' dedicated service.
- **Star Cards:** We award Star Cards to team members with perfect quality assurance, high productivity, no unplanned absences, who receive external or internal compliments and who go above and beyond in their roles and responsibilities.

### **HONORING INCREDIBLE ACHIEVEMENTS THROUGH THE PRESIDENT'S AWARDS**

The annual President's Awards are the highest honor at Northwell Health, celebrating individuals and teams who represent the very best of the organization, serve as role models, and demonstrate innovation in everything they do.

*"The issues facing health care today require radical thinking and a commitment to innovation," says Michael J. Dowling, Northwell's president and CEO. "Northwell Health has a culture that fosters and rewards the marketplace of ideas. The best concepts often bubble up from employees. We encourage that creative energy and turn those ideas into reality."*

The process is substantial and designed with intention. Applicants are asked to submit a detailed response, showcasing excellence in one of five categories: Nurse of the Year, Physician of the Year,

Leader of the Year, Patient/Customer Experience, and Teamwork (for a team of up to 10). Nominations are then reviewed and determined by the Regional HR Officer, and a selection committee made up of 20 executives, patient partners, and external partners. The committee reviews and rates all of the finalists and comes to a joint decision on the winner. All winners receive a cash prize, myRecognition points, and a crystal award at the Annual Board of Trustees Meeting, followed by a gala. And new this year, our winners are considered for additional recognition through some of our vendors, such as the Press Ganey Nurse of the Year, Physician of the Year and Teamwork awards.

This year's winners embody the kind of behaviors we love to recognize:

- **2019 President's Awards Winner: Physician of the Year – [Dr. Carmen Rodriguez](#)**

Dr. Rodriguez has distinguished herself in the practice of obstetrics and gynecology by her dedication, availability, and ability to make every moment matter. She delivers an exceptional patient experience and possesses a superb bedside manner, maintaining her cool even in the most complex and challenging cases. She is beloved by the nursing staff, and has delivered many of her peers' –and co-workers' babies, and is the most frequently chosen physician by female members of the team for obstetric care.

- **2019 President's Awards Winner: Leader of the Year – [Ryan Guda](#)**

Ryan is Nurse Manager at the Long Island Jewish Medical Center (LIJMC) Satellite Dialysis Facility. He joined Northwell in 2015 and since then has transformed a “dysfunctional workgroup” into an engaged, collaborative team. He focused on opening the lines of communication, promoting inclusion, modernizing the medical records, and empowering front-line staff to provide feedback and contribute to improving the workplace. As a result of Ryan's leadership, employee engagement has transformed from the lowest percentile to Tier 1 status, and the facility achieved the 90<sup>th</sup> percentile in Workforce Engagement for 2017 and 2018.

- ✎ **2019 President's Awards Winner: Nurse of the Year – [Alexa Damone](#)**

Alexa embodies all the attributes that make an extraordinary nurse. She has the ability to connect with patients and their families through her confident demeanor and caring manner. Patients recognize and appreciate her empathetic, compassionate approach. Whether it's fetching a terminally ill patient's favorite ice cream, or sharing her expertise with colleagues, she takes pride in her profession and helps to create a positive working environment.

- ✎ **2019 President's Awards Winner: Nurse of the Year – [Jeffrey Rosa](#)**

Jeffrey has been a dedicated nurse caring for a complex group of patients and families in the Surgical Intensive Care Unit (SICU) at the Long Island Jewish Medical Center (LIJMC) for the past nine years. He is typically the first to arrive to any emergency situation, ready to help and save lives and he's instrumental in facilitating patient- and family- centered care. Jeffrey is the nurse a patient and family wants on their side during difficult circumstances and when they are faced with challenging decisions. Recently, Jeffrey helped a family through the illness and death of their husband and father. He advocated and empathized, and the patient's widow stated, “Jeff

*cared, he never gave up on my husband while making sure that I was listened to.” Not content with only providing excellent nursing care, Jeffrey also sits on numerous councils and is active in mentoring and inspiring younger colleagues.*

- **2019 President’s Awards Winner: Teamwork – [ECMO-TO-GO](#)**

The ECMO-TO-GO team brings together a cardiac surgeon, an ACP, and a perfusionist who jump into an ambulance to race to any patient suffering acute respiratory distress syndrome (ARDS). The ECMO-TO-GO team has developed best practice communications and after-action analysis to foster continuous improvement, as well as collaborative teamwork needed to respond effectively in emergency situations.

- € **2019 President’s Awards Winner: Exceptional Patient/Customer Experience – [Adrian Mazur](#)**

Chaplain Adrian Mazur arrived at Cohen Children’s Medical Center in 2015, following a career in finance, and the ministry, including mission groups where he worked with child survivors of the nuclear incident at Chernobyl. He lives his calling every day, particularly in the Neonatal Intensive Care Unit. His compassionate presence helps parents facing their worst fears and uncertainty to redefine their hopes and maintain their dreams. From volunteering to shave his head to donate hair to kids with cancer, to making time to be with the night shift staff often in the very early hours of the morning, Adrian excels in finding innovative ways to support the team and community.

- € **2019 President’s Winner: Innovation Challenge – [EDCAP aza-Peptide Building Blocks for Preferred Drug Characteristics and Real-Time Actionable Data \(RAD\)](#)**

This year, the Innovation Challenge had two winners, both exemplifying the skills and problem-solving capabilities of our team members. Many pharmaceutical drugs are peptides, small fragments of proteins. Unfortunately, peptides suffer from a very short half-life, and their effect can be very short lived because they are destroyed in seconds in the blood. Led by Dr. Yousef Al-Abed, Professor and Head of the Institute of Bioelectronic Medicine at the Feinstein Institute for Medical Research, the **EDCAP** team created a solution for this stability issue. They developed a novel method of building smart therapeutic peptides that can remain stable for hours in the blood. *“Northwell can lead the transformation of future medicine,”* Dr. Yousef-Al-Abed says.

**RAD** stands for Real-Time Actionable Data and is a suite of device-agnostic tools that provide data from the bedside in the Emergency Room. The need for quicker decision-making in the most chaotic of environments fueled the team’s desire to develop a tool that would help allocate clinical resources where they are needed most urgently. The team was led by Eric Cruzen, MD Chief Medical Informatics Officer of the Emergency Medicine Service Line and Emergency Department Chair at Lenox Health Greenwich Village. He said, *“The investment that Northwell makes in its employees is truly amazing. Creativity and innovation aren’t just encouraged, they are part of our corporate DNA.”*

## **ENCOURAGING LOCAL INITIATIVES VIA SITE-, PRACTICE- & HOSPITAL-SPECIFIC PROGRAMS**

While many of our programs are organization-wide, every location is encouraged to find creative ways to recognize team members that are unique to their own culture. Below are a few examples of our select site-based recognition programs.

The **Center for Emergency Medical Services (CEMS)** thanks their people for providing excellent patient care by sending them a letter and shouting them out on their “employee acknowledgment” page on Facebook Workplace. Employees who are shouted out on this page have received a thank you or kudos from a patient, family member or hospital staff who they have interacted with, including examples like this: *“Kudos to Tom and Matthew for delivering excellent patient care and top-notch customer service not once, but TWICE!!! Their patient sent in a letter of thanks for their empathy, compassion, and expertise. Thank you for being ambassadors of our brand!!”*

Our **Revenue Cycle** team also uses social media to praise team members and share their accomplishments. For example, one nurse on the team, Lisbeth Caiofa was nominated as a New York Yankee Nurse Hero after saving someone’s life on a plane. Relaying the dramatic story, Revenue Cycle added this about Lisbeth: *“Our very own team member, Lisbeth has been nominated as a New York Yankee nurse hero. She is definitely a hero and deserves this honor and recognition. Everyone needs to know what a wonderful nurse Lisbeth is and how lucky we are to have her as our Northwell Revenue Cycle colleague!”*

**North Shore University Hospital (NSUH)** recognizes team members through several awards programs, allowing patients and visitors, as well as fellow team members, to nominate someone who excelled in their work:

- **Culture of C.A.R.E. in Action:** All team members receive an electronic newsletter every two weeks that has a “Culture of C.A.R.E. in Action” section highlighting six to eight interdisciplinary team members. These team members are recognized based on patient feedback that shows they embody our Culture of C.A.R.E. principles. Additionally, every Monday, all of the hospital’s leaders meet to receive updates from our Executive Committee on hospital-wide strategic initiatives. Once a month, they recognize two to three team members who embody the principles of Culture of C.A.R.E. based on exceptional patient feedback and teamwork. *(For more on Culture of C.A.R.E., see Section 6.24 – Hiring.)*
- **Patient Family-Centered Care (PFCC) Caring Heart Award:** Honors compassionate care, remarkable patient-family experience, and all-around excellence. Patients, visitors, and team members are allowed to submit a nomination form.
- **PCS Hospital Hero Award:** A monthly award that honors PCS Clinical Specialists (Physical/Occupational/ Speech Therapists, Respiratory Therapists, Dieticians, Nurse Practitioners, Physician Assistants, Pharmacists, Lab Technicians, Child Life Specialists, etc.) who model compassion, excellence, professionalism, self-development, and critical thinking skills.

Nominations are submitted by patients, visitors, and team members.

- **Take me out to the ballgame:** Every year, NSUH Site HR partners with our leadership team to select team members who consistently go above and beyond and who exhibit our values. Team members attended a special event with the New York Mets and are invited to walk out on the field for the national anthem before the game and to stay and enjoy the game afterward.
- **Shining Star:** A monthly recognition of up to two staff members, based on the number of myRecognition awards received in the month prior. Winners receive 10,000 points, a premier parking spot for the month, and are highlighted in our e-newsletter *News from the Shore*.
- **Peer to Peer Award:** The Peer to Peer Teamwork Award at NSUH is an annual expression of appreciation for co-workers who demonstrate the essence of teamwork. Team members are asked to submit up to three nominees who have exemplified teamwork and inspired others to work together to achieve organizational goals over the past year. One honoree is selected from each department based on each department's votes.
- **North Star:** Anyone who attains all six myRecognition stars — for patient/customer focus, teamwork, execution, enabling change, organizational awareness and developing self — in the prior year is nominated for this award. Nominees are vetted by HR and then go to a vote by a committee consisting of Shining Star and Star Leader recipients.

**Southside Hospital (SSH)** has several awards to recognize exemplary behaviors:

- **Truly SSH award:** This monthly award recognizes and rewards team members that exhibit exceptional behavioral expectations and adhere to our core values.
- **(NEW) Good Catch award:** We're excited to launch this in September 2019 to promote Just Culture and Patient Safety.
- **(NEW) Patient Experience - Every moment matters:** We launched this monthly award in July 2019 to reward patient-centric care and improving patient experience survey scores.
- **Community Relations:** A quarterly award and an annual celebration that applauds community service and pride in the Northwell brand.

**At Staten Island University Hospital (SIUH)**, recognition has become a part of the culture:

- **Service Excellence Reception:** The Office of Patient & Customer Experience holds a quarterly reception to acknowledge team members for service excellence identified in letters of gratitude from patients. The Executive Director and Board members present a certificate and pin to these



outstanding team members followed by a reception.

- **Forever Engaged Team:** HR formed the “Forever Engaged Team” to visit departments and give a thank you with a treat and creative fun sayings, e.g. a mint with the note “Thank you for your involve “MINT” and commit – “MINT”, Here is something for your enjoy – “MINT.”
- **Retirement Tea:** We have a Retirement Tea that is open to all team members to express their gratitude to colleagues at the end of their careers with us.
- **President’s Award Breakfast:** Senior leadership, board members, managers, and their teams celebrate our President’s Award finalists at this festive breakfast. The nominator summarizes their nominee’s achievements and the nominees receive a certificate and sit for a photo with senior leadership and the President of the Board.
- **Good Vibe Day:** SIUH’s office of Customer & Patient Experience held a Good Vibe Day to share positive patient experience stories and connect how this translates to the voice of our patients. The cafeteria served pizzas named after the C.A.R.E. model. It was a fun day where all shifts were recognized for contributing to a positive patient experience.

**Manhattan campus sites** hold several local recognition programs, including:

- **President’s Awards nominees celebration:** Last year, Manhattan hosted its inaugural President’s Awards celebration for all the team members who were nominated. Each team member’s leader is invited to speak about why they chose to nominate them. Senior leadership also attend to recognize and thank them personally.
- **On-the-spot recognition:** When HR is rounding, the team recognizes colleagues who exemplify our values with movie tickets.

**Lenox Hill Hospital** offers awards, including the **Shining Stars: All-Star Team Member Award** awarded to team members for leading new and innovative initiatives, such as teamwork and charity projects. For example, Susana Luna, a receptionist in Radiology, received this award for starting the Madresita Project at Lenox Hill, which brings team members together to knit hats for our patients with cancer. Susana started the project in honor of her late mother who passed away from pancreatic cancer in 2012. The mission of Madresita — an affectionate term for “mother” in Spanish — is to lift the spirits of patients undergoing chemo or infusion therapy. *“This is a small token for our patients and their caregivers, which hopefully brings a smile to their faces,”* Susana said. The program has been well received and continues to be supported by leadership and staff.

Lenox Health Greenwich Village is launching a new recognition program called the **Patient Loyalty Award**, which will recognize team members with 25 or more years of service (loyalty to the organization) and who have demonstrated outstanding patient care (loyalty to patients/customers).

At **Long Island Jewish Medical Center (LIJMC)**, we recognize team members for going above and beyond and living our Northwell values through several local awards programs that draw on votes and feedback from peers, leaders, patients, and visitors. We share recognition highlights throughout the hospital in team member forums, digital signage, and social media (@InsideLIJ). Here are a few examples:

- **Surprise recognition:** Our administrative leadership team conducts surprise recognition rounding to meet team members that have gone above and beyond at their unit or department with balloons and sweets along with a certificate to show appreciation for their contributions to LIJMC.
- **Thank You Thursdays:** This was launched in 2018 to ensure that as we continue to recognize individuals in public forums, we don't forget the power of a simple, heartfelt "thank you." Thank You Thursday lets managers formally recognize one of their team members for their daily contributions in team meetings and daily huddles.

**Syosset & Plainview Hospitals** offers the **Employee of Excellence Award**, which recognizes team members who have demonstrated consistent and exemplary performance around the Patient Experience and behavioral expectations. The **Leadership Award** recognizes leaders who demonstrate outstanding achievement in employee engagement, patient experience, and reflecting leadership behaviors. And the **Celebration with the Stars** program, offered quarterly and bi-annually, recognizes about ten team members based on their patient surveys, comment cards and letters from patients and their families.

**Pediatrics Service Line** holds a Breakfast of Champions honoring those recognized through Press Ganey Associates, a prestigious recognition in the health care industry. Likewise, the **ObGyn Service Line** crafts **handwritten thank you notes from VP and SVP** to every staff member positively mentioned in Press Ganey or recognized via myRecognition portal for going above and beyond.

At **Huntington Hospital**, they announce a bi-monthly **WOW Caregiver Award**, recognizing team members who go above and beyond for their patients. Selected by a council of peers, winners receive myRecognition points and a coveted parking spot for a month. Winners are also showcased in a caregiver-wide email and displayed on large posters in the main lobby area.

In the **Ambulatory group**, the **Imaging** team recognizes sites that achieve the 90<sup>th</sup> percentile for likelihood to recommend. Those sites are celebrated with lunch and competitions to see which team can get the **highest Press Ganey scores**, which we reward with a dinner with senior leadership. **Northwell Health Physician Partners** recognizes the Ambulatory Service Line and Physician Partner's team members who exemplify the Northwell Health values and behaviors and consistently render service that

is above and beyond what is expected with the **Quarterly Employee Recognition Award**, including an annual dinner celebration of all winners. In addition, **Northwell Health Physician Partners** fosters positive appreciation by sending commendation letters to all team members named in a compliment letter. The actions of the physicians and team members recognized in these letters consistently demonstrate our Culture of C.A.R.E. values. In 2018, over 176 people were recognized for dedication to service excellence and creating a welcome environment delivering world-class patient care every day.

At **Northern Westchester Hospital**, we recognize team members who go well above and beyond through the **Shooting Star program**. Their patient-centered awards, the **Clayton Scanlon Byrne Planetree awards**, are accompanied by nurse distinctions, leadership awards, volunteer awards and more.

### **SHARING SHOUT-OUTS ON SOCIAL MEDIA & ONLINE**

*“Research has shown a strong correlation between frequently expressing gratitude and psychological well-being. At the same time, it provides a continuous opportunity for us as leaders to recognize our people.”* —Joe Moscola, Chief People Officer

(NEW) Over the Thanksgiving Week, our Chief People Officer, Joe Moscola, encouraged leaders and team members to record a video, take a photo and write a Facebook post in our Northwell Health Facebook team member group expressing their gratitude for a colleague. This gratitude challenge started as an idea from one of our hospital team members who then presented it to HR leaders. They wholeheartedly supported the concept and helped to make it a system-wide event. It’s a great example of how our team members feel empowered to share their ideas, knowing that leaders will listen and take action. The initiative reflected our culture of appreciation and care, and our team members responded enthusiastically. More than 100 people posted and spread holiday cheer. Examples of Facebook shout-outs from our more than 7,000 members include:

- *“I wanted to start by thanking the ER staff at Southside Hospital. My daughter was taken there this afternoon. Everyone was quick, attentive, and fabulous!! They quickly transferred her to Cohen Children's hospital where she is admitted for a skull fracture. What great and wonderful service! Maybe one day a Peds Dept. can be based out of Southside!! Thank you to all!!”*
- *“Two years ago today, I brought my husband to Southside Hospital and, 24 hours later, he was diagnosed with Guillain-Barré syndrome and paralyzed from the shoulders down. The amazing doctors, nurses, aides, respiratory therapists, occupational and physical therapists never gave up on him and two years later he returned to work full-duty in the FDNY and attended the father-daughter dance last night. There are not enough ‘thank-yous’ to go around.”*

Team members frequently use our communication channels, such as social media, to call out teams or colleagues who have done exceptional work. This immediate acknowledgment is authentic and shows colleagues and peers how much their efforts mean to others on their team. After one of our Unit Secretaries posted about an experience with a dying patient, colleagues from across Northwell Health

flooded the site with messages of praise for her compassion and care. *“After a long code, a patient died on my unit tonight. As the doctors and nurses did their jobs, the patient's family member was left with me, the secretary. I was the one with her as she gave her mother a final kiss goodbye and gathered up her belongings and helped her out of the hospital. Usually, I answer call bells and answer phones, but tonight I was able to contribute in a more meaningful way. Unit secretaries are also #madeforthis.”*

We are so proud of our team and all that we accomplish together, and we take every opportunity to tell them. In fact, as we mentioned in Section 6.27 – Listening, we even have kiosks with a single question — *Have you been recognized today?* — demonstrating the passion and commitment we have for acknowledging the incredible work our team members do each and every day. Our people are the backbone of this organization — they are truly what makes Northwell Health exceptional.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.30: Developing

**How does your company help employees discover and develop their talents, challenge themselves professionally, manage their careers, and/or enhance their personal growth?**

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*“This is an organization that continues to invest in its people in ways that often can’t be imagined. Fifteen years ago, I entered this organization as a cardiac surgery physician assistant and today through the development and investment the organization has made in me, I have the privilege of being the head of HR for the largest private employer in New York State. This is an organization that pushes people beyond their dreams.” —Joe Moscola, Senior Vice President & Chief People Officer.*

When team members stay with you for decades, you know you have something special. Sure, they love the work, but we also know our team members remain with Northwell because each day brings new discoveries and growth. Northwell invests in its team members, providing endless opportunities for career development. Last year, we brought together senior operational leaders for collaborative workshops as part of Project Polaris to help design a simpler, more transparent career framework that describes career paths and makes it easier for team members to identify development needs and resources. *(You can read more about Polaris later on in this section.)*

Helping team members progress in their careers is a priority for our organization, our leadership, and our people managers. In fact, we feature that commitment prominently on our Northwell Health Careers page, so team members understand it from day one. We encourage new challenges and regularly spotlight the many team members who start their career on one path, then develop new skills and branch out into different roles.

From the latest patient and safety policies to innovative procedures and technology to best practices and ground-breaking research, education is central to our truly ambitious culture — and, of course, incredible patient care. So, we offer countless ways for team members to grow both professionally and personally beyond the requisite licenses and certifications, including formal learning and innovation programs, competitions, and more.

Much in the way that we believe in “owning” our culture, we empower our people to “own” their futures and shape their careers — and we work alongside them to provide training, education, and growth. It’s how we live our “Truly Ambitious” value.

And our team members are proactive and eager to take full advantage of the opportunities in front of them. As proof:

- Our people complete almost 280,000 hours of coursework annually
- Over 58,000 team members participate in developmental programs
- We recorded nearly 14,000 unique learning courses in our learning management system

One employee's experience shows how our focus on education empowers career development here:

[Sypria Bernard, MSN, RN, CNOR](#), loved her career as a surgical technologist but felt a spark of ambition to become a nurse. Through the help of Northwell's tuition reimbursement program, Sypria continued her education. North Shore University Hospital worked with her and other surgical technologists seeking to become RNs to help develop their skills and grow professionally. The surgical technologist program not only prepared her to go into a nursing role but also fostered her growth in her current position. Sypria appreciated this dual approach to her career transition. *"I became proficient in sterile technique, instrumentation, and procedures, and I used my expertise as a surgical technologist to enable my smooth transition into OR nursing,"* she said. Sypria is now a nurse manager in the Neurosurgery OR and just completed her master's in nursing leadership.

### **SIMPLIFYING CAREER PATHS**

While we offer a vast range of development opportunities, we recognize that it's difficult to manage one's career if the path is unclear. It's why we're working diligently, as part of Project Polaris, to simplify and enhance our job architecture to create a model in which our team members can easily understand career paths and the corresponding development courses and opportunities that will help them build fulfilling careers here. This initiative reviews the system from start to finish, including job titles, descriptions, and qualifications. Our new job architecture will launch in January 2020.

### **A DEDICATED CENTER FOR LEARNING AND INNOVATION**

We believe in continuous improvement, excellence, innovation, and teamwork. That's why in 2001, we launched the Northwell Health Center for Learning and Innovation (CLI), a state-of-the-art, 45,000-square-foot facility with a dedicated team whose sole job is to ensure our team members have every opportunity to develop new skill sets and pursue new challenges, beyond those offered by their site or department.

As President and CEO Michael Dowling said, *"I have long believed that an organization cannot maximize its potential unless it mentors its people."*

CLI's vision is **to be a nationally recognized leader in workforce development, a model provider of continuous organizational learning and a driver of system-wide cultural change**. CLI's learning philosophy is innovative and focused on bringing out the best in every team member:

- **LeadNEXT** – This program designed specifically for leaders of leaders, focuses on the development of the whole leader by concentrating on their physical, emotional and mental well-being. Through mindful practice, self-reflection and application-driven education, leaders will gain the skills to create an environment that is focused on developing others by first developing self.
- **Teamwork** - In 1999, the Institute of Medicine reported that of the 100,000 preventable deaths that occurred in the nation's hospitals, 70% resulted from lack of teamwork and communication.

Not only is teamwork one of our organizational values, but it's the guiding principle behind our work at CLI — it's in our DNA.

- **Engaging the learner in the process** - Traditional education is teacher-centric. The instructor stands in front of the class and covers the subject matter — but does anyone really learn? Rather than passively receiving information, in the case of learner-centric education, the student is actively involved in the process.
- **Flipping the classroom** - Traditional class pedagogy features the instructor at the front of the classroom, presenting a lecture to the students in the room, and then assigning reading and questions as homework to solidify the learning of information presented. We use a “flipped classroom” where instructors assign prep material before the team member attends class (i.e., video lectures, reading, podcasts, case exercises), and then in the classroom, focuses on activities that apply the knowledge. This structure gives team members the ability to “practice” the concepts within the classroom environment, where they can work with their peers and ask for help.
- **Facilitating deliberate practice** - Deliberate practice, activities specifically designed to improve the current level of performance, is at the heart of what we do. Research suggests that repeated application of knowledge over time leads to remarkably high rates of retention, but a lack of adequate feedback makes efficient learning impossible; mere repetition doesn't automatically improve performance.
- **Facilitating reflective practice** - Reflective practice, the capacity to reflect on action to engage in the process of continuous learning, is another foundational principle. When team members regularly review their practice, they're able to make incremental improvements.
- **Leaders as teachers** - CLI draws upon the expertise of senior leadership from throughout the organization to educate our team members. As subject-matter experts in their fields, their contribution to the development and delivery of curricula is essential to the success of our corporate university.

Supporting everyone from administrators to physicians, nurses to technicians, food service workers to case managers, CLI creates programs to improve patient care, develop future leaders, and enhance our overall business practices. Each year, the number of enrichment courses increases as the number of participants and learners rise, and interest expands. Subject matter experts from Northwell lead the courses which we offer at no cost to team members. Today, CLI provides more than 100 courses from interactive simulations and games to reflective debriefing, active listening, and time management skills for business professionals.

#### **DEVELOPMENT FOR ALL**

We believe in creating opportunities and removing financial barriers for every employee to learn, grow,

and succeed. Our system-wide development opportunities and tuition reimbursement programs include:

- **iLearn Learning Management System:** In addition to the CLI-led programs, we offer a total of 14,000 online and instructor-led courses through our learning management system **iLearn**, available to both Northwell Health team members and members of the community. These classes are both in-person and online and include topics such as the Culture of C.A.R.E., Navigating Clinical Research, Compliance, Active Listening, Emotional Intelligence, Microsoft courses, and much more.
- **Health Literacy Online Education Program:** Focused on increasing awareness in the workforce, this web-based health literacy module provides staff with the fundamental skills and resources to enhance the patient experience, strengthen effective patient-provider communication and promote patient-centered care. The module is accessible to all Northwell health care professionals.
- **Hofstra University Northwell Health Master's Degree Program:** Full-time team members, with a minimum of one year of service, are eligible to have full tuition costs paid by Northwell Health.
- **Standard tuition reimbursement:** Because we know each employee has unique interests — including many not offered directly by our system — we provide up to \$5,000 each year for qualified tuition expenses for full-time team members seeking an Associate, Bachelor's or graduate-level degree. Nurses and Physician Assistants who are part-time are eligible for pro-rated tuition. We also offer the Debbie Tascone Scholarship, which gives \$5,000 to six nursing students (team members and their dependents up to age 25) who exemplify Northwell's values.
- **Robert Wood Johnson Scholarship (RWJS):** In 2018, we selected two recipients to begin exploring the doctoral programs that are available in the RWJS program. These are Ph.D. programs that allow students to complete the course of study and dissertation requirements in three years. They are eligible for up to \$50,000 in tuition reimbursement. In addition, the school will commit to up to \$50,000 in-kind support. The Robert Wood Johnson Foundation will also contribute up to \$25,000. This amounts to up to \$125,000 in funds to support tuition and educational funding over three years.
- **Discounts to maximize reimbursement:** We offer tuition discounts at partner universities and colleges, including Capella University, Chamberlain College of Nursing, Marist College, Plaza College, Chatham University, and Mercy College.
- **Tea with Talent:** Team members enrolled in a tuition reimbursement program who are nearing their graduation date are invited to a networking session with members of the tuition reimbursement department and the talent acquisition team to discuss new opportunities within Northwell post-graduation.



- **Diversity Mandatory Topics:** As mentioned in Section 6.32 – Caring (D&I), a Diversity, Inclusion, and Health Equity Module was introduced in 2017 and is required of all Northwell Health team members. This education module is distributed through The Center for Learning and Innovation Learning Management System (iLearn) by Corporate Compliance and Human Resources.

While we offer a robust training and development program inclusive of all our people at every level, some locations also provide localized training to help their teammates thrive in their roles. Some of those programs include:

- At **Staten Island University Hospital (SIUH)**, there is a Manager Resource Library Reference Guide available on the SIUH intranet listing books and reference materials categorized by competencies (e.g., engagement, team building, etc.). The “Recipes for Success” book shares frontline managers’ best engagement practices. SIUH also offers Management Classes to assist leaders with understanding many aspects of their responsibilities including Effective Action Planning, Budgeting, Introduction to Labor & Employee Relations, and Understanding Union Contracts. HR also distributes a Manager’s Resource Guide that is a quick reference list of the various programs with additional background information and contacts.
- At the **Feinstein Institute for Medical Research**, development is all about junior investigators, so they hold a monthly visiting professor lecture series and events with [the Young Investigators Society](#) and [Advancing Women in Science and Medicine](#).

### **ROLE-SPECIFIC DEVELOPMENT**

In the health care setting, jobs vary significantly. With that in mind, we have clarified our career development paths, as mentioned above, for our team members to better understand the development opportunities they should pursue based on the path they want to take.

### **(NEW) Human Resources Transformation: Polaris**

Late in 2017, a team of more than 25 Human Resource team members came together to share the experiences that made them successful in their roles. Corporate Talent Management then used that feedback to create tools and experiences to foster the development of HR reps within our sites in a program called Polaris.

Polaris is designed to simplify our people processes and reimagine every employee touchpoint, making day-to-day HR experiences a little bit brighter. Over the next one to two years, we’re looking for new ways to leverage technology, reduce paper, speed up simple tasks and give our team time back so they can focus their energy on work with meaning. Transparency and efficiency are at the center of this effort to transform the career experience for our Northwell team members and leaders.

Last year, collaborative workshops brought together Northwell senior operational leaders to design a more straight forward and transparent career framework that describes career paths within functions and defines titles consistently across the health system.

In early 2019, team members contributed to more than 120 design sessions and nearly 15 design review sessions to plan for enhancements to come through Project Polaris, including:

- 24/7/365 mobile accessibility to allow leaders and team members to initiate transactions
- Common processes and data standards to enable system-wide reporting and analytical capabilities
- Pre-boarding checklists with role-based task assignments to drive transparency within the pre-hire processes
- Team member access to update credentials through a talent profile, which will help drive internal mobility
- Resources and interactive tools, including organizational charts, designed to help simplify our day-to-day work life

With Polaris helping us to clarify career paths and development needs, we have personalized many learning opportunities by working with role-specific institutes focused on experiential learning. Below you'll find a few of our offerings.

### **Clinical Skills Development**

From specific clinical skills to the development of more empathetic approaches to caring for patients and families, we create opportunities for our clinical professionals to expand their knowledge and practice:

- **Bioskills Education Center:** This 6,200-square-foot, state-of-the-art education facility brings the latest operative techniques to attending physicians, medical students, residents, nurses, surgical technologists, and others in the medical field. The center offers surgical training, continuing medical education and research with the most advanced technologies in video and endoscopic surgical equipment. Our team members have access to a multitude of workshops for product training and development, surgical techniques and residency/fellowship training in a variety of disciplines, including Anesthesia, Robotic Technology, Cardiothoracic, Emergency Medicine, Family Medicine, General Surgery, Gynecology, Neurosurgery, Orthopedics, Otorhinolaryngology, Plastic Surgery, Podiatry, Physical Medicine and Rehabilitation, Rheumatology and Urology.
- **Clinical Skills Center:** The mission of the Clinical Skills Center is to provide a safe, structured, and standardized learning environment through self-reflection, observation, communication, and compassion using standardized patients. A standardized patient accurately creates the history, personality, physicality, and emotionality for both clinical and non-clinical scenarios specifically designed to meet the needs of the customer. By providing a hands-on “patient” experience, diverse health care professionals learn to reach beyond the clinical diagnosis and to treat each patient with dignity and humanity.

- **Patient Safety Institute (PSI):** Clinical education is vital to reducing medical errors and infections. In PSI courses, team members can access sophisticated, high-fidelity patient simulators that create a realistic reproduction of the clinical environments within which the workforce practices. Our programs focus on the importance of interprofessional education by providing opportunities to practice communication, teamwork, patient safety, and clinical decision making without risk to real patients. PSI consists of a 20-bed simulated hospital, complete with an operating room and cardiac procedure suite.
- Talent Acquisition, in partnership with 199SEIU United Healthcare Workers East and 1199 Training and Employment Funds, created a [Central Sterile Apprenticeship Program](#). The purpose of this program is to train internal team members to become Sterile Processing (SP) Technicians in our new centralized facility in Bethpage. We held four information sessions which had over 300 registrations from Northwell team members to learn about the apprenticeship. Thirteen team members were selected to train, and they will shortly be sitting to take the exam to become certified SP Technicians.

*“Northwell Health gives me endless opportunities to expand and improve upon my skills, abilities, and knowledge that I can then use to benefit the patients and communities we serve.” —John Shao, Medical Technologist, Northern Westchester Hospital*

### **Physician Leadership Institute (PLI)**

In 2011, Northwell Health launched the Physician Leadership Institute after recognizing that physicians were not being taught necessary leadership skills in medical school nor early on in their clinical careers. Today, the PLI closes this gap, offering physicians several leadership development programs, each designed to meet a specific subset of expertise. We interweave the programs so participants may graduate from one program to another. Programs include:

- **Physician Leadership Development Program:** This program teaches physicians to work collaboratively, assume accountability for outcomes and costs, and address organization-wide challenges. The two-year program promotes inter-professional interactions with other leadership development programs to foster collaboration within the workplace and gives participants access to esteemed physicians and other non-physician experts.
- **Physician Administrative Fellowship Program:** The one-year course gives young physicians the grounding they need to take on administrative leadership roles while meeting the organization’s mission of providing outstanding patient care within our community.
- **Chief Resident Education Program:** The chief resident role is the first official opportunity for physician leadership within a clinical setting. This program provides a foundational skillset of leading, managing, and mentoring so that our senior residents are well prepared to take on their new leadership role.

### **Nursing Fellowships**

Our nursing fellowship programs offer educational support and clinical coaching to new graduates and experienced nurses looking to build skills in three specialty fields:

- **William Randolph Hearst Critical Care Nursing Fellowship Program (CCNF):** Established in 2005, this was the first fellowship developed by Northwell Health (North Shore-LIJ at the time) and serves as the foundation for subsequent nurse fellowships. CCNF is a specialized orientation process, which provides a critical care foundation to recently graduated registered nurses or experienced registered nurses who are transitioning into critical care areas. The CCNF has enabled more than 1,500 nurses to successfully bridge the gap from nursing school to competent critical care clinician.
- **The Emergency Department Nurse Fellowship Program (EDNF):** This fellowship is for new graduate registered nurses or experienced nurses transitioning into the emergency care environment and provides the knowledge and skills necessary for nurses to provide safe, efficient and compassionate care in our emergency departments. Since its inception in 2006, more than 423 nurses have graduated from the program.
- **The Pediatric Nurse Fellowship Program (PNF):** This fellowship focuses on our nurses working in intensive care, hematology and oncology, and emergency departments. The fellowship prepares nurses for work in high-acuity pediatric specialty areas with a focus on the acutely ill child. More than 194 nurses have completed the program since it began in 2007.

In addition to improving the quality of patient care and safety, the Nursing Fellowship Programs have helped Northwell Health nurses to build skills and grow their careers. Thirty-eight CCNF graduates, for example, have gone on to enroll in the Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies Nurse Practitioner Program. We've replicated the fellowship model in other parts of the health system.

*"Made for this ... is the motto for our health system, and as a nurse educator, professional development and growth for the team is my primary goal. Through the application of clinical expertise, individuals are driven to improve the care that they provide and ultimately improve the outcomes of our patients."* — Ariceles Prince, Critical Care Nurse Educator, Long Island Jewish Valley Stream

### **Institute for Nursing**

As part of our commitment to lifelong learning, we encourage our nurses to continue their education, and we offer tuition reimbursement so that money doesn't stand in the way of nurses reaching their potential. We provide up to \$40,000 for full-time and \$20,000 for part-time RNs pursuing a BSN degree. Some of our onsite programs for those seeking a Bachelor's or Master's degree in nursing include clinical placements and preceptorships and affiliation agreements with accredited colleges/universities, both locally and nationally.

Jill Donnelly, Nurse Manager at Huntington Hospital, explains how the program and the tuition reimbursement has allowed her to develop her career:

*“When I transferred from pain management to quality at LIJ, I had the opportunity to hear our President and CEO Michael Dowling give a presentation where he asked each of us in the room where we would like to be in five years, or even 10, and it inspired me to return to school for my Master’s degree in nursing administration. At this time, I have only two more classes before I complete my Master’s degree, and this has allowed me to climb the ladder with my career here at Huntington Hospital. In February, I was chosen to become the Manager of the Nursery/Special Care Nursery, and in September, I became the Nurse Manager of the maternity unit as well. This has been a wonderful experience to grow my career. I have been involved in many leadership classes at the eastern region level and also at the system level at the Institute for Nursing and at the Center for Learning and Innovation. I was able to attend graduate school because the health system pays, encourages it, and is supportive of nursing higher education. I am grateful for the opportunities the health system offers, and I would not have been able to attend the program if their support was not available to me.”*

### **Hofstra Northwell School of Graduate Nursing and Health Professions**

Eligible full-time team members pursuing a three-year, part-time Master of Science degree with a specialty in either adult-gerontology acute-care (AGACNP), family nursing (FNP), psychiatric-mental health (PMHNP), registered nurse first assistant (RNFA), and physician assistant (PA) studies receive 100% tuition reimbursement at the Hofstra Northwell School of Graduate Nursing and Health Professions. In 2018, 28 registered nurses completed their advanced practice studies, becoming the school’s first graduating class of nurse practitioners.

Kathleen Gallo, Ph.D., MBA, RN, FAAN, the school’s founding dean, was joined by Hofstra University President Stuart Rabinowitz and Northwell Health President and CEO Michael Dowling at a special convocation on May 18 honoring the inaugural class, which drew a standing-room-only crowd of family members, friends, and other well-wishers. The students officially graduated two days later during commencement exercises at Hofstra University.

### **Nursing Humanism**

At Long Island Jewish Medical Center, the Expressions in Humanism Course is one all Nursing team members can take. Session objectives include understanding the principles of humanism, demonstrating techniques to effectively communicate caring, and describing methods and strategies to guide you to Humanism in your role. The four-hour class utilizes the Humanistic Nursing model, which defines the human-to-human relationship rather than nurse-to-patient relationship. Following these courses, nursing leaders prompt team members to model the humanistic approach by asking, “tell me something you learned about your patient today?”

### **Nursing Mentorship Program**

In 2018, Long Island Jewish Medical Center launched a local nursing mentorship program, recognizing that additional support and resources are imperative for a successful transition for new graduate nurses

and those that are new to leadership roles. Through this program, our organization benefits as mentors gain experience in leadership and teaching, and novice nurses learn skills such as stress management and organization.

#### **Additional opportunities for role-specific development**

- **Emergency Medical Institute (EMI):** The EMI offers critical courses, including emergency medical technician training, paramedic training and continuing education classes for pre-hospital providers, allowing our pre-hospital specialists to refresh and refine their skills and keep up with changing techniques and tools.
- **Mental Health Professional Development:** We started The Zucker Hillside Hospital professional education series seven years ago to meet the needs of the mental health professionals in our communities and our health system seeking information, education, and connections. Zucker Hillside Hospital is recognized by the New York State Educational Department's State Board of Social Work and Mental Health Practitioners as an approved provider of continuing education for licensed social workers and licensed mental health counselors.
- **Mental Health First Aid Certificate:** In 2018, Lenox Hill Hospital, in partnership with Thrive NYC, launched a Mental Health First Aid Certificate series, open to the community and team members. Once completed, participants receive a three-year certificate.
- **TED Talks:** Lenox Hill has launched a TED Talks series where team members get together to watch and discuss a TED Talk.

#### **LEADERSHIP DEVELOPMENT**

Skilled and dedicated team members deserve excellent leadership and therefore, building strong leaders is an important focus for us. We value the role of the leader as well as the impact they have on their team and Northwell as a whole. That's why we offer structured programs designed to develop leaders across Northwell Health, such as the examples below.

##### **Leadership Essentials**

A health system's strength is in its people — starting with engaged, proactive, and innovative leaders. So, we place tremendous emphasis on supporting both today's leaders and those who will lead the way in the future. Each year, we nominate leaders within the organization to the Leadership Essentials Program, which provides critical leadership skills that help our people evolve and adapt to an ever-changing health care environment. We ensure that our leaders are as effective as they can be within their roles, utilize the most current leadership-based skills, and drive organizational results.

Alongside comprehensive leadership education, participants also gain in-depth information about their personal characteristics and how they affect leadership style and decision-making. Each participant also

has the opportunity to attend a Senior Leadership Keynote Event and report back to CLI on how they used the skills from the program to address a specific business challenge.

Ultimately, Leadership Essentials produces leaders who:

- Motivate, inspire, and coach team members to promote their development goals and achieve organizational results.
- Foster an environment of shared accountability, collaboration, teamwork, and trust both within teams and between teams.
- Create a vision for team members while effectively leading through situations involving conflict in an ever-changing environment.
- Build relationships by accurately perceiving and managing emotions, helping to gain buy-in and navigating organizational structures to achieve business goals.

*“The Leadership Essentials program assured me that my voice matters, my assessments matter and that as a leader, I know how best to guide my team to meet our patient-centric goals.”*

—Cheryl Hoffman, Director of Case Management, Cohen Children’s Medical Center

*“My coursework at the Center for Learning and Innovation made me believe in myself. I never thought I could be a manager, much less a director. My classes gave me the confidence I need to succeed.”*

—Lauren Leonardo, Administrative Director, Department of Surgery

### **High Potential Development Program**

Each year, executives from across the organization nominate their top talent for inclusion in the organization’s most distinguished leadership development program. This is a one-year development program to prepare our next generation of leaders. The program’s mission is to identify, develop and prepare its participants — defined as team members who have excelled in both their fields and the competencies required of great leaders — to assume vital future leadership roles within Northwell Health with an emphasis on driving forward the transformation of care. As part of this program, participants:

- Learn through engaging coursework
- Complete self-assessments that identify strengths and developmental opportunities
- Receive individual coaching sessions
- Attend external educational programs in alignment with their development needs
- Gain exposure to senior leadership through forums and other events

In 2010, we launched an online High Potential Portal for both senior leadership and program participants to provide transparency, promote engagement, and facilitate easy access to information. The portal ensures each high potential employee receives maximum exposure to promotional opportunities system-wide while simultaneously providing executives with qualified internal candidates for job openings.

To hear more stories about the High Potential Development Program, check out our [Northwell Health Careers Facebook Page](#).

**Additional Leadership Development Programs include:**

- **(NEW) MAP-IT:** The Mentoring and Professionalism in Training (MAP-IT) Program introduces humanism as a central component in the professional mentoring and development of all clinical providers and healthcare professionals in clinical, corporate, and research settings. This program is aligned with the patient experience initiative supported by the Northwell Health Organization to assure quality of care through core skills of communication and empathy. The goal of the MAP-IT program is to provide all healthcare professionals with the additional knowledge and skills necessary to model humanistic behavior as they mentor young learners and colleagues in their work environments. The MAP-IT Curriculum is designed as a longitudinal, relationship-driven program that includes small group learning experiences that uses critical reflection and the Appreciative Inquiry framework. Participants will attend a 90 minute meeting once per month at a centralized Northwell Health location or local facility. The 10-month curriculum focuses on increasing participants' knowledge and skills, specific to the mentoring of early-career professionals, through an interactive learning model. Participants will then, going forward, be positioned to utilize MAP-IT's humanistic model as a standard component in their training of residents, nurses, directors, and other healthcare professionals throughout the organization.
- **Emerging Leaders Diversity & Inclusion Council Mentoring Program:** Created in 2017, this mentoring program is designed to increase diversity at all levels of management across the Northwell Health system. It engages Northwell's rising stars who self-identify as diverse — including protected classes, women, minorities, persons with disabilities and veterans — with a year-long, formal, professional development mentoring program focused on challenges faced by diverse populations. The program supports mentees in the formative years of their career and provides a forum for feedback.
- **Corporate Director Leadership Program (CDLP):** This year-long leadership development program is for director-level talent. The five courses for the program include Communicating & Coaching for Peak Performance, Building and Sustaining Trust, Delegating with Purpose, Driving Change, and Emotional Intelligence. Leaders are encouraged to share best practices and find a "thought partner" to enhance their internal network.
- **Improvement Sciences:** Each year, health care institutions spend millions on consulting firms brought in to help analyze and improve processes. Managers at Northwell Health can get all the benefits of these programs, while avoiding the expense, by participating in CLI courses focused on management best practices, including Six Sigma and Lean.



- **DDI: Leadership Development & Assessment Series:** Recently launched by our Manhattan sites, several leaders were identified to be trained to teach the courses to their fellow leaders, including emotional intelligence and unconscious bias. In 2018, Manhattan also launched the **Learning Leaders Mentorship Program**. Leaders can apply to be a mentor or mentee for the nine-month program, developing the mentee and encouraging camaraderie between team members. Social events, including cooking challenges and sports games, are included in the program too.
- **Culture Leaders Facilitation Workshops & Monthly Council Meetings:** Since 2015, Culture Leaders and Facilitators have participated in a two-day, facilitation workshop where they learn about the Culture of C.A.R.E. (See Section 6.24 – Hiring for more details of our C.A.R.E framework.) The course includes facilitation skills, engaging key stakeholders, creating an elevator speech, and more. Every month, the Office of Patient & Customer Experience hosts the Culture Leader Council, where participants share patient stories, discuss OPCE updates, and learn from peers. Through this forum and other shared work teams, Culture Leaders feel a sense of teamwork, connectedness, and inspiration.
- **Executive Leadership Workshop:** The Office of Patient & Customer Experience provides a workshop for executive leaders on the roadmap to a Culture of C.A.R.E.
- **Leadership Essentials Site Program:** This site-based leadership development program focuses on building foundational skills to meet the learning and development needs of Northwell Health’s frontline leaders. It strives to build leaders’ confidence and help them prepare to engage and inspire their team to create an exceptional patient/customer experience and achieve personal and organizational goals. Unlike the courses that take place centrally at the Center for Learning and Innovation (CLI), this program offers senior leaders at each site the opportunity to support a culture of learning and help develop the frontline leaders and peers within their facility. To achieve this, CLI utilizes a “train the trainer” model to develop the on-site faculty who then teach the courses.

SIUH implemented Leadership Essentials in January 2018, and we currently have 168 managers participating in the program. The feedback has been very positive in supporting the development of our frontline managers. In addition to learning the content in each module from “Communicating Effectively” to “Time Management,” these classes bring together leaders from various disciplines throughout our organization to share challenges, ideas and solutions.

- **Leadership Retreat:** Each year, as part of executive development, senior executives from across the organization come together for a day and a half seminar. During the seminar, we share or unveil strategies, and external and internal experts describe best practices for patient satisfaction, organizational performance, quality, and employee satisfaction. The executive forum enables leaders to learn new approaches, solve common problems together, and foster relationships.

- **Quarterly Leadership Enrichment Orientation:** At Plainview and Syosset Hospitals, we invite all new leaders to a quarterly Leadership Enrichment Orientation, in efforts to help onboard and set these leaders up for success. The hospitals also have a Walk in my Shoes – Shadow Program where our leaders shadow the individual contributors on our teams with a focus of employee engagement and patient experience.

## **TALENT ASSESSMENT AND SUCCESSION PLANNING**

We believe that succession planning should go hand-in-hand with development, and should occur daily, all year long. While we've always had assessments in place, in 2015 we formalized our talent assessment process — something that has been common in the corporate world for years but is still new in health care systems. Using a nine-box talent assessment tool, we look at every director-level-and-above employee at least once a year, engaging in dedicated discussions about strengths and opportunities for development. By focusing on development, we can understand team members' career aspirations and therefore create targeted development plans as a result of the Talent Assessments.

In 2019, we will be assessing more than 4,000 leaders during the Talent Assessment process. This will result in the right insight to build diverse succession pipelines for critical roles throughout the organization. It will also allow us to target development by individual career aspirations as well as align with organizational needs.

Using Talent Assessment insights, leaders can become better advocates for each of their team members. In that vein, we've also introduced resources to support leaders in having fruitful development conversations with their teams, including:

- A newly transparent process
- A robust talent profile for use before, during, and following assessments which now includes a collaborative, robust, and well-rounded development planning section that is visible to and editable by both leaders and team members
- A standard set of resources for leaders to develop on the job, through others and through formal learning opportunities along with a standardized development planning framework to implement development plans and action around them
- A guide to prepare leaders for the talent assessment process
- Access to a cross-regional succession pool
- A standardized template to ensure consistency
- Ongoing metrics to measure the impact of talent programs

The Talent Assessment process is designed to benefit both the team member and our organization — and, of course, our overall commitment to patient care. We understand that sometimes someone is struggling because their current role is simply not the right fit, and we go to great lengths to find a position in which they can be successful.

Through this evolution, our leaders are now more accountable than ever for talent development. There are no surprises at review time; we provide opportunities for ongoing feedback and support throughout

the year. Leaders have regular conversations with team members and are encouraged to be open and honest about the opportunities that are ahead and the commitments both managers and team members need to make. Most importantly, we are transparent about what it takes to earn a promotion. Because of our openness, team members recognize and celebrate their colleagues' achievements.

At Northwell Health, we are proud and honored that our people want to start and end their careers with us, so we take every opportunity to help them grow and fulfill their professional goals. We know that by investing in our people, we are furthering the impact we will have on our patients, communities, and health care as a whole.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.31: Caring

What is your company's approach to helping employees successfully manage their work and personal lives? Include brief descriptions of your company's unique approaches to:

- Caring for employees as whole individuals (time-off, health and wellness, on-site services, etc.).
  - Supporting employees during significant life events (a personal crisis, family illness, birth, marriage, etc.).
- 

*"Considering how team members care for their patients during their critical hours of need, we're proud to step up and take care of our colleagues when they need it most."* —Michael Dowling, President & CEO

'Well' is embedded in our name and our identity — it's what we do; it's a way of life. Our people are committed to making other people's lives better, and they give a lot of themselves to make that happen. But as the saying goes, they need to put on their oxygen masks first, before being able to help others. Our team members' mental, physical, and emotional well-being is critical. Without our people feeling their best, their employee experience suffers, and this undoubtedly carries over to our patients' experiences, too. One of our values is "Truly Compassionate" — and that extends beyond patient care and our communities: It also means we take care of each other.

As a health organization, we are in a unique position to offer holistic wellness services — everything from on-site health services to nutrition support— alongside a full range of benefit options that go beyond the ordinary and help our team members live fulfilling lives at home and at work. We recognize the diversity of our people, and we strive to develop and refine our wellness strategy to reflect just that, providing resources and support for all phases of their lives.

Our goal is to make it easier for all team members to prioritize their health, lifestyle choices and preventive care so that they can live their best and healthiest lives while they are part of our Northwell team.

(NEW) Northwell Health commitment's to wellness was recently validated when it was recognized as a top-three finalist in its category for the [2019 Healthiest Employers of New York City](#) list. Finalists were recognized for their commitment to employee health and exceptional corporate wellness programming. Northwell ranked in the top three for healthiest employers in New York City with more than 5,000 employees.

### **CARING FOR OUR PEOPLE: UNIQUE AND SPECIAL BENEFITS PROGRAMS**

Associate Vice President of Employee Wellness Patricia Flynn emphasizes Northwell's comprehensive, integrated approach to changing the culture to make everyone healthier — rather than simply advancing disconnected weight-loss or smoking-cessation programs.

At Northwell Health, making our entire community healthier means providing a full range of benefits to help team members and their dependents maintain their health, enhance their wellness, and handle life's unexpected challenges. This includes comprehensive medical, prescription and dental insurance programs team members can choose from — recognizing that our people have individual health care needs for their families and themselves — as well as vision plans, flexible spending accounts, life insurance and short- and long-term disability plans. We've included an overview of all of our benefits at the end of the document. Below are several special and unique programs we're particularly proud of:

- **Artificial insemination:** covered at 100% in-system, with the opportunity to go in and out of network.
- **Assisted reproductive technology:** Northwell covers 80% when staying in-system; with coverage for up to three cycles.
- **Fertility medication:** covered with a \$15,000 lifetime maximum.
- **Third-party reproductive coverage:** Northwell covers up to \$30,000 in lifetime coverage when using in-system provider Northwell Health Fertility.
- **Elective egg freezing:** Northwell Health believes that egg freezing should be more accessible — financially and emotionally — to more women. We cover up to \$8,500 in lifetime coverage for extraction and storage when using in-system provider Northwell Health Fertility.
- **Transgender coverage:** Northwell Health is dedicated to providing leading-edge health care and world-class resources to meet the needs of our LGBTQ community, and has partnered with UnitedHealthcare to cover up to \$75,000 lifetime maximum for full gender reassignment surgery.
- **Wellness pledge credit program:** To incentivize team members to lead a healthy lifestyle, Northwell offers \$1,040 annual paycheck credits to offset the cost of benefits for completing healthy actions and engaging in a healthy preventative care routine, financial wellness, and stress reduction programs.
- **Free services** when utilizing in-system network for: preventative care; maternity care; lab tests and x-rays; chemotherapy/radiation; kidney dialysis; physical therapy at STARS; speech/language, occupational and development delay therapy; emergency treatment (if admitted through a Tier 1 or 2 ER); hospice care; surgery, surgical assistance, anesthesia, and in-patient hospital stay; and in- and out-patient mental health services.

#### **CARING FOR OUR PEOPLE: WELLNESS TOOLS & RESOURCES**

*"We believe that caring for our patients begins with caring for our people. We strive to offer resources*

*such as myWellness to support our vision of the healthiest workforce in health care.” —Niha Malcomson, Manager, Employee Wellness*

### **Employee Apps and Tools**

In our continued efforts to enhance the Total Rewards package for benefit-eligible team members and their dependents, we have integrated the following programs:

- **myWellness:** Whether tracking mood, sleep, or steps, myWellness uses the power of mobile technology and social media to encourage healthy lifestyles and workplace camaraderie. We refreshed the platform in August 2017 and offer it to all team members. Today, we have 43,558 people registered on the platform, which is 73% of our nurses, 57% of our regular employee population, and 69% of off-shift employees. It emphasizes the cornerstones of healthy living: good nutrition, stress management and exercise, all while creating a fun, engaging environment, and healthy competition. myWellness includes a social media feed, a calorie tracker, and provides opportunities to earn reward points and win prizes when participating in online wellness challenges, keeping our people active, healthy, and happy. Any team member who joins myWellness is eligible to order a free personal activity tracker, which syncs directly to the platform and mobile app. myWellness can also sync to personal fitness trackers such as FitBit and the Apple Watch. In true Northwell spirit, team members can invite up to 10 friends and family members to join myWellness, creating more opportunities to champion health for our entire community.
- **(NEW) Joyable:** Our new behavioral well-being tool, launched in February 2019 and available via web and an app, provides a comprehensive mental health solution to all non-union employees. Designed to help with everything from day-to-day stress to more challenging mental health issues, it gives our people opportunities to discover new ways to de-stress and find peace of mind.
- **myWellCheck:** Launched in September 2017 and a joint program between Employee Wellness and Employee Health Services, myWellCheck is a one-hour biometrics and nurse coaching experience that provides a concierge approach to health care services. Participants that complete the myWellCheck experience are eligible for a customized plan, health and wellness coaching, and referrals to other Northwell Health programs. The program will be rolled out to every employee over the next two years.
- **Health Solutions:** This helps team members navigate our health system, provides personal health coaching, and 24/7 access to a registered nurse for clinical advice. It's available at no cost to non-union team members and their dependents currently enrolled in a medical plan through UnitedHealthcare.
- **[Bottle Cap:](#)** An app-based resource available to all team members for keeping alcohol intake top of mind.

- **(NEW) [Livongo](#):** Launched in April 2019, it's an app and web-based tool to manage diabetics' insulin levels, available to all non-union team members and their dependents currently enrolled in a medical plan through UnitedHealthcare.
- **(NEW) myHealthyBody:** Powered by Salaso, it's a web-based preventative care tool that will be available to all team members to help prevent and treat musculoskeletal conditions. It's scheduled to launch mid-year.

### **Wellness Challenges**

Through the myWellness program, we offer **Wellness Challenges** throughout the year, centered around proper nutrition, stress management, and physical activity. Last year, one of our notable wellness challenges was an eight-week team step contest called Walk to Dublin. The competition was available to all team members of all fitness levels, and participants took a virtual walking journey from New York City to Dublin. All teams of 10 who "reached" Dublin were qualified for a chance to win a trip to Dublin.

**More than 16,000 team members participated in the Walk to Dublin challenge, and an impressive 7,403,777,357 steps were taken.** Our CEO, Michael Dowling, delighted participants when he pulled three golden tickets for the grand prize in the Walk to Dublin step challenge. Three teams of ten were able to take a trip to Ireland and explore Dublin.

Our Walk to Dublin participants had a lot to say about their experiences:

*"Our team pulled together and not only encouraged each other with steps but weight loss as well — lots of laughs and love on our team!"* —Jeanne Melville, Purchasing Expeditor

*"The Walk to Dublin challenge really got me up and moving for the first time in a while (much overdue). It showed me that you don't need to necessarily go to the dreaded gym to get active. This challenge has encouraged me to find new ways to get active, so this summer, I've stepped out of my comfort zone and joined a beach volleyball league (which I've never played prior) in efforts to keep the steps going!"* —Amanda Navaro, Interior Design Coordinator

*"This journey not only had me moving every day (even more than usual!), it also connected our team!"* —Colleen McManus Brennan, Registered Nurse

*"The Wellness Challenge provided additional incentives justifying my long-time belief in continually being active and eating as healthily as reasonably possible while still enjoying life! I look forward to future challenges to further motivate my health goals. By working hard toward achieving these goals, perhaps another trip will be in my future."* —Liz Welton, Wellness Warrior

(NEW) This year, we've invited our people to continue their step journey by walking from Dublin to Rome with us. Once again, participants will have the opportunity to earn myRecognition points along the way, and if a team of 10 makes it to Rome, they will be entered in a raffle for a trip to Italy. We had 22,000 team members participate in the challenge that totaled 9 billion, 116 million, 790,338 steps –

which is 183 times around the world! In true form, our President and CEO gave away not only the two budgeted trips, but an additional 2 trips! This means we have a total of 40 Northwell team members heading to Rome!

### **CARING FOR OUR PEOPLE: ON-SITE HEALTH SERVICES**

We offer a variety of on-site health services available to all team members, including on-site clinicians and occupational health nurses. Given that days (and nights) in a medical center can be hectic, we encourage our people to use these services and take preventative measures in caring for themselves. Examples include:

- **Employee Assistance Program (EAP):** This behavioral licensed health service helps team members achieve and maintain optimal wellness and productivity at work. The program offers free and confidential sessions with highly trained and experienced counselors who can help with issues such as anxiety/stress, problems at home with family, bereavement, emotional issues, worksite crises, and alcohol or substance abuse. While the main office is in Manhasset, counselors are on-site at Lenox Hill Hospital on Tuesdays and Southside Hospital on Wednesdays. Every site has a designated consultant. EAP is available during regular business hours, and an EAP consultant can be reached 24/7/365 via an answering service to assist urgent callers.
- **Employee Health Services (EHS):** All Northwell Health team members have access to on-site clinicians. Recently a team member visited EHS for a mammogram, which led to the shocking news that she had breast cancer. Through early detection, she was able to undergo treatment quickly and is healthy and back at work.
- **Wellness workshops:** Team members have access to workshops on a variety of health and wellness topics. All workshops can be modified to meet individual needs, and facilitators are passionate about sharing their topics in a fun, interactive way. We delivered 150 wellness workshops in 2018, including meditation and reiki sessions for stress reduction, as well as healthy cooking classes.
- **Wellness liaisons:** We have more than 160 active Wellness Liaisons who volunteer their time to promote healthy living across our sites and more than 150 Wellness Champions that support our Wellness Liaisons by communicating wellness initiatives. The Wellness Liaisons were appointed into their role by leaders and/or are passionate about wellness.

*"I realized that if you could support staff wellness, you would not only be caring for them, you would also be improving their patients' care ... As a Chaplain, I've been on the front lines and seen how challenging the work is. By nature, people in health care are caregivers. They take care of everyone else, but sometimes the self-care piece is lacking."* —Program Manager for Chaplaincy Operations and Manager of Wellness Melinda Nasti



- **Smoking cessation:** Smoking is the leading preventable cause of death and disease. We provide state-of-the-art tobacco prevention education, cessation services, and clinical research around nicotine dependence. We have helped thousands of people quit smoking, and we have one of the highest success rates in the United States.

### **CARING FOR OUR PEOPLE: ON-SITE MENTAL AND EMOTIONAL SUPPORT SERVICES**

Health care professionals are exceptional at providing patients and families with quality care, connectedness, awareness, respect, and empathy. However, health care professionals are human, emotional beings, who grieve, mourn, hurt, and deeply feel. It is the responsibility of health care leadership to foster an environment that promotes self-care, self-reflection, and emotional support to reduce compassion fatigue and burnout. Here's how we strive to do it:

#### **Team Lavender**

Team Lavender is an interdisciplinary group of professionals that support our team members in times of crisis, stress, or trauma. It is essentially a Rapid Response for caregivers — and the team will respond within one hour of being notified. Team Lavender provides emotional, spiritual, and physical support, recommended coping mechanisms, and offers additional assistance as needed. This dedicated team includes social workers, chaplains, nurses, patient experience leaders, and holistic integrative therapists. The overall goal of Team Lavender is to create an open dialogue about the life and death situations our team members face daily and provide emotional and peer support to caregivers who experience extraordinary events. Team Lavender arose from two tragedies in one Labor and Delivery Unit — the death of a young mother and her newborn baby, followed by the death of another mother, who left behind two newborn twins and a three-year-old son. After these tragic losses, Maureen Early-Donohue and fellow administrator Aggie Barden spent the day at the hospital caring for staff and the patients' family members. To see more, watch [this video on the creation of Team Lavender](#).

*"I've been a nurse for over 20 years. I've experienced death," said Administrator Maureen Early-Donohue. "Here, I had 22-year-olds and 23-year-olds who came to work in Labor and Delivery because they wanted to bring life into the world, and they were completely unprepared for this type of scenario."*

*"I remember sitting in the room with the three-year-old, who climbed up in my lap and asked me if I would sing 'Twinkle Twinkle Little Star' to his mom with him," said Aggie. "It was at that point I realized how bad it was for everyone who was there," said Maureen.*

On top of their structured approach to responding and triaging high-stakes situations, Team Lavender members also serve as a connection point to our Employee Assistance Program (mentioned above) and always show up with "The Lavender Basket." The basket is full of small tokens of support including lavender sachets, lotions, teas, chocolates, tissues and other items to show our appreciation for the challenging work our people do.

While much of our feedback is anonymous, those who feel the impact of Team Lavender are forever changed. Here are a few quotes from our participants:

*“Someone took the time to think about my feelings so I can go back and take care of my patients... That meant the world to me.” —Staff RN*

*“My team got the support they needed, right at the time they needed it most.” —Nurse Manager*

*“Team Lavender enables that beautiful moment for us as health care professionals to pause... do self-care, have self-reflection, and provide emotional support to our peers. It’s truly a privilege to be part of this incredible team.” —Team Lavender Responder*

Currently in place at 12 hospitals, the Office of Patient & Customer Experience (OPCE) hosts a yearly Team Lavender Collaborative which provides an opportunity for responders to share best practices, network and discuss the future of the program. Team Lavender has been presented at national conferences as a best practice and was published in the Journal of Nursing Management in February 2019.

**(NEW) Pastoral Spiritual Care Program:** As a direct result of engagement survey feedback, we launched a Pastoral Spiritual Care Program (PDSA) for team members and patients at South Oaks Hospital. The Spiritual Care Team consists of Interfaith Chaplains, trained and board certified to meet a person where they are at spiritually even if they do not believe. The purpose of the PDSA is to provide pastoral care and spiritual wellness through reflection time for team members, pastoral visits to the units, and spirituality groups for patients. The Chaplains often respond to codes for emotional support for the team.

**(NEW) “Do No Harm” Screening and Discussion:** Burnout and depression are common among physicians, and they commit suicide at a higher rate than the general population. We believe in creating an open discussion to help address this staggering statistic. Our first step was to host an in-person and simulcast screening and panel discussion for “Do No Harm” — a documentary produced by Robyn Symon, a two-time Emmy Award-winning writer, producer, director and editor, in September 2018. The film spotlights the dramatic and sometimes tragic effects of burnout on medical students, including the indelible mark left on their families. Our physician panelists, some of whom were featured in the film, discussed their experiences and Northwell Health’s available resources for those dealing with burnout. We were thrilled to see many of our physicians attend the event, and we look forward to offering more opportunities like these in 2019, including continuing our Schwartz Rounds, discussed in Section 6.26 – Speaking, where clinical and non-clinical staff can discuss difficult cases.

#### **CARING FOR OUR PEOPLE: FOOD AS NOURISHMENT**

We want our team members, patients, and visitors to be educated about healthy food choices, and to have access to them. In 2017, Northwell Health underwent a significant transformation to help people make healthier choices during the workday, including the hiring of Michelin Star Chef Bruno Tison as the Vice President of System Food Services and Corporate Executive Chef. We gave him a clear mission — deliver a world-class food experience for our patients and build a healthy workplace for our team

members. And now, in 2019, we have continued to evolve to provide healthier options and nutritional programs for our team members and customers. Highlights include:

- Working in partnership with Wellness and Procurement, we are currently on track with a three-year strategic plan to foster accountability around delivering high standards of culinary excellence.
- **Food and Nutrition Transformation:** In partnership with Chef Bruno Tison, we began including Healthy Choice options in all our cafeterias, coffee shops, gift shops, and vending machines, providing team members with food that tastes good, is good *for* them and supports the environment.
- **Weight Watchers at Work:** Team members receive 50% reimbursement for Weight Watchers services, and several of our sites host meetings so that team members can conveniently attend at work.
- **[SelfHelp Works LIVINGLEAN](#):** A free video-coaching program designed to help our team members beat cravings and change their habits. Several Northwell team members who completed LivingLean report a shift in how they are eating, as well as successful weight loss and maintenance.
- **Virgin Pulse Nutrition Guide:** Team members who create a nutrition profile using the Nutrition Guide receive free health tips and a recipe eNewsletter from Zipongo. Through the Nutrition Guide, our team members maximize features in myWellness that track calories, healthy habits, and weight — plus, they have access to hundreds of healthy recipes.
- **The Center for Weight Management:** We offer onsite weight management services using a multi-disciplinary approach involving medical, psychological, and nutritional assessments followed by an individualized treatment plan. While the service isn't free for team members, our team member insurance plans are accepted.
- **National Nutrition Month:** With the theme “Putting Our Best Fork Forward,” we organized a series of events and organizational changes so that patients, visitors, and team members have access to healthy food that tastes good and supports the environment. An example includes “Less Meat, Better Meat Mondays” where every week teams showcased a vegetarian or meat-light entrée made without hormones or antibiotics.

Overall, we transformed food environments for both our staff and visitors, and the results have been truly inspiring:

- All hospitals use 100% ABF/organic chicken, fish and chopped meat
- Fresh artisanal bread program
- Expansion of hospital gardens, teaching kitchens, and in-room dining program

“Chef Tison says that the bland, institutionalized fare typical of the health system lacks not just culinary distinction but often nutritional quality. For many patients, lackluster food is just one more drawback of being in the hospital. *‘That’s a squandered opportunity,’* says Mr. Tison. The Michelin-starred chef argues that good food can offer a welcome break from the enforced monotony of a hospital stay, potentially boosting patient morale and speeding recovery. *‘Many hospital chefs don’t have any culinary experience,’* Mr. Tison said. *‘My job is to give them some guidance so that they can flourish in their position and really enjoy what they are doing.’”*—New York Times, September 20, 2018

## **CARING FOR OUR PEOPLE: SUPPORT THROUGH IMPORTANT MILESTONES**

We support our people during pivotal moments in their lives, and offer a suite of personal and family related programs that help team members manage personal milestones.

### **Supporting Expecting Parents**

We enjoy acknowledging and celebrating big moments in people’s lives, such as when they are expecting. Our people often host baby showers and share birth announcements across our social media channels. We also provide support programs to encourage healthy pregnancies:

**Maternity Support Program:** comprehensive case management before and during pregnancy, including but not limited to:

- Pre-conception health coaching
- Identification and management of at- or high-risk conditions
- First and second-trimester risk screenings
- Pre-delivery consultation
- Postpartum information on newborn care, feeding, nutrition, immunizations, and depression screening

**Healthy Pregnancy Program:** free educational information and advice, including, but not limited to:

- Pregnancy consultation to identify special needs
- 24-hour toll-free access to experienced maternity nurses
- Consultation with Care Coordinator during and post-pregnancy

**Supporting Adoption:** The adoption process can often be a rigorous, overwhelming experience. To help alleviate some of the stress adoptive parents may face, Northwell Health offers an **Adoption Assistance Program**. Through this program, team members can receive financial assistance up to \$5,000 for costs related to the adoption of a child. Team members who are adopting are also eligible for up to four weeks of paid parental leave.

**Supporting New Parents:** We know it can be difficult to juggle work and childcare, so we’ve created a supportive and positive environment when parents return to work.

- **Health and Welfare benefits:** Prenatal vitamins covered by prescription drug plans, additional dental exam/cleaning available during pregnancy, health care flexible spending account to set aside pre-tax dollars for eligible health care expenses (breast pump accessories, breastfeeding classes, childbirth/Lamaze classes, cord blood storage, doula/birthing coach/midwife) and a dependent care flexible spending account.
- **(NEW) Enhanced resources and policies to support breastfeeding:** When mothers do come back to work, they find that Northwell Health is a breastfeeding-friendly environment. In 2019, we further enhanced our Workplace Lactation Policy to create a culture that supports and facilitates infant feeding goals and is in compliance with applicable law by providing mothers at least 20 minutes every three hours to pump milk; a private area in close proximity to their workstation; and workplace support for up to three years. Together with our Breastfeeding Resiliency, Engagement, and Empowerment (BFREE) Team, we also created several important tools to familiarize our people with our commitment to breastfeeding team members and their babies, including a guide to breastfeeding support for team members; a current listing of our Mother's Rooms (lactation rooms); and a comprehensive list of community resources. We're proud to be one of the first health systems in New York to meet the worksite guidelines for the "Creating Breastfeeding-Friendly Communities (CBFC) Program" of the New York State Department of Health.
- **Childcare:** In partnership with Bright Horizons Care Advantage, we offer team members backup childcare when their regular routine falls through. We also offer backup care for elderly family members.
- **NYS Paid Family Leave:** In 2019, NYS Paid Family Leave provides up to ten weeks of job-protected wage replacement equal to 55% of salary up to \$746.41/week for team members (mothers and fathers) to bond with a newborn, newly adopted, or newly fostered child.
- **Parenting Lecture Series:** In recognition of National Women's Health Week, experts from Cohen Children's Medical Center offer guidance on a variety of parenting concerns, such as injury prevention tips, when to go to an emergency room and strategies that help toddler and preschool children thrive.

### **Time Away From Work**

We encourage our team members to use all of their paid time off to relax, handle family matters, or recuperate from illness. We want team members to perform and feel their best, and time off is an essential part of that. If team members can't take time off on holidays because of the 24/7 nature of our work, they are free to choose a convenient alternative within the next 30 days. Beyond the statutory requirements, we also offer other time away from work benefits:

- **Marriage Leave:** Team members may take a leave up to three days, with pay, to celebrate a marriage.

- **Bereavement Leave:** Team members may take a leave up to three days, with pay, in the event of a death in their immediate family.
- **Military Leave:** Northwell Health is compliant with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and protects the job rights of individuals who voluntarily or involuntarily leave employment due to military service or certain types of service in the National Disaster Medical System.
- **Leave of Absence for Military Spouses:** Northwell Health provides the spouse of a member in the armed forces, National Guard or reserves who has been deployed during a period of military conflict, up to 10 days of unpaid leave while the spouse serving the military is on leave.
- **Blood Donation Drives:** These create an opportunity for all benefits-eligible team members who successfully donate blood to receive an additional PTO day after completing three successful blood donations in partnership with the New York Blood Center Platelet, and automated red cell donors are credited with three hours of PTO.

#### **CARING FOR OUR PEOPLE: SUPPORT THROUGH CATASTROPHE**

Life has a way of throwing us the occasional curveball. We offer several insurance and legal service options to make sure team members are protected against the effects of more predictable events, but we also are proud to provide immediate help in the face of other crises, whether natural or man-made. This includes the **Employee Catastrophic Financial Assistance Service (ECFAS) Fund through Employee Assistance Program (EAP)**. It's designed to provide financial assistance to team members who are facing non-recurring, catastrophic, extraordinary and unforeseen personal emergencies. The fund is intended to assist team members who have experienced a crisis that has caused a temporary financial hardship.

#### **CARING FOR OUR PEOPLE: WORKPLACE SAFETY**

In our field of work, there is a risk of injury. Many of our team members are involved in hard labor, from lifting and moving patients to managing heavy machinery — accidents do happen and we take injuries seriously. Because reporting work-related injuries and illnesses is an integral part of maintaining people's health and well-being, team members must report work-related injuries and illnesses as soon as possible after an incident occurs. Team members have access to an online Employee Injury/Illness Incident Report, featuring pre-populated information and automated, real-time form routing, making it easier and faster for people to report an incident.

The Northwell Division of Workforce Safety launched in January 2015 to ensure a safe environment for team members, visitors, and patients. The division works to reinforce a culture of safety, address workers' compensation matters, and help team members return to their pre-injury life. Through the Return to Work program, caseworkers have helped 1,300 Northwell team members transition back to their regular jobs by finding temporary assignments that are less physically demanding yet still tapped into these team members' expertise. The transitional work period allows team members to reconnect

with their job and their colleagues, stay abreast of developments in their department and return to earning a full salary sooner. Additional benefits of the Division of Workforce Safety include:

- Streamlined administrative processes that increase interaction between injured workers and case managers. Case managers respond to injury claims within 24 hours.
- Faster medical attention, which leads to a speedier transition back to work and drives better outcomes.
- Guidance through the transition process, ensuring injured team members receive the right care at the right time.

*“We are providing injured team members with a methodology that has proven to be better for them,” said Joseph Molloy, Vice President for Workforce Safety. “Generally, it results in a faster recuperation, and the staff member returns to full duty sooner.”*

Of course, dealing with patients means our team members also face the risk of infectious diseases, so we offer a range of services to help mitigate the effect, such as occupational exposure services to educate, screen, and protect team members against infectious diseases; vaccinations; and employee safety programs to educate employees on flu prevention, blood and body fluid exposure, respiratory protection, and tuberculosis surveillance.

### **Ensuring our Team’s Physical Safety: A Case Study**

In 2016, the Security team at North Shore University Hospital (NSUH) knew that they wanted to [implement changes to make their campus safer](#). *“At any moment of the day, anyone could come onto our campus and walk right into the hospital. With recent events throughout the United States, we wanted to ensure the safety of our patients, their families, and our team members,”* said John Ferrigno, Director of Security. On average, more than 900 people per hour were entering the hospital through the main lobby, and they wanted to monitor who was coming in, and for what reason. That sparked the idea of separate entrances for team members and visitors. The Security team came together with 50 cross-functional team members to form the Employee Security Advisory Council and develop a plan.

In 2018 the Workforce Safety Team secured a grant for \$150,000 to train 1,100 Northwell team members in all aspects of safety while performing their demanding jobs. The training included interactive, hands-on demonstrations in Safe Patient Handling and Mindfulness training. In addition, each team member was given access to a specially designed Salaso Flexibility and Strength program. In 2018, we saw a 77.5% decrease in snow and ice incidents over the same period in 2013-14.

Northwell Health’s Workforce Safety team is the first employer in the state of New York with ten certified Worker’s Compensation Counselors in their department. The course provided the individuals on our team with a better understanding of the issues surrounding workers compensation to better equip us to manage workers compensation outcomes.

Workforce Safety and the Institute for Nursing continue to strengthen their relationship and in 2018 developed a dedicated Safe Patient Handling training room, the second of its kind in the nation. Partnering with Chief Nursing Officer Maureen White, the Workforce Safety Safe Patient Handling team conducts training for all new nursing staff and providers.

*“The OSHA training was absolutely superb, and I genuinely enjoyed each and every moment of it. The content was extremely informative and incredibly useful. Taking the OSHA 10 course in a classroom setting and having professional knowledgeable instructors really made a difference. I will surely recommend this training to all my coworkers and friends. I, myself, would love to attend future training organized or featured by you and workforce safety.”*

Throughout this process, NSUH also grew their security team from 67 officers to 90 officers and partnered with Nassau County Police to ensure they had the best security precautions in place. Hour-long training sessions were held by Nassau County’s Chief of Patrols who taught team members how to protect themselves in case of an active shooting. This partnership has made NSUH team members feel safe and ready in case of an emergency. As a result of NSUH’s initiative, we’re working diligently to set up similar security protocols at all our other locations. In fact, in August 2018, Southside Hospital began construction to provide patients, visitors, and employees with a [new security system](#).

(NEW) As of March 2019, we have armed security guards in 13 of our hospitals and hope to have them at each location within the next two years.

Other programs and precautions we offer include:

- Optical barriers at entrances
- New security measures and increased security at select locations
- Enhanced lighting in garages
- Active shooter training, drills and workshops
- Ergonomic evaluations
- A System Workplace Violence Committee

### **CARING FOR OUR PEOPLE: PERKS**

We consistently look for new ways to help make our team members’ lives easier or more enjoyable. Additional services and offers include:

**Local Discounts:** We offer various discounts including fitness, health and beauty, restaurants and catering, pets, spas, travel and transportation, leisure and entertainment, education, phone, internet and TV services, children’s camps and services, automobile sales and repair, and banking, home, and real estate services.

**Long Island Housing Partnership:** In collaboration with the Long Island Housing Partnership. (LIHP), Northwell Health offers \$5,000 in financial assistance to eligible team members when purchasing a



home on Long Island. Team members would also be eligible for grant money through LIHP. In 2017, 27 team members were able to receive housing assistance for a total cost of \$140,000.

**(NEW) STEM Scholarship:** This new scholarship supports team members children as they pursue STEM programs at their respective colleges. This year, five team member's children received \$7,500 each to support their studies. If they are able to maintain a 3.0 GPA for their entire first year, we'll provide them with a summer paid internship at one of our locations that matches with their interests. This is just another way we're encouraging young students to explore STEM careers and we're proud to help our team members with this important life event.

### **SPOTLIGHT: AN INSPIRATIONAL JOURNEY**

Administrative Manager and Wellness Liaison Janet Schaetzle has been with Northwell Health for 12 years managing Northwell Health Physician Partners, Neurosurgery and Spine at Great Neck and Lynbrook. To keep her team in top shape, wellness is a major focus. For Janet, Northwell's culture and wellness are connected to many aspects of her life — inside her office and outside in her community. Inside the office, Janet's team members focus on wellness through healthy lunches and Zumba. Janet's team also participated in the Walk to Dublin. They embraced their love of competition and formed a team. *"We monitored each other, and we still do weekly step-offs and weekend rumbles,"* says Janet.

That emphasis on wellness and the impact of Northwell's culture extends from her office doors out into her community. For example, Janet's office donates to Meals on Wheels with four other departments. In addition, her team takes time on weekends to serve families at the Ronald McDonald house. Every year for the past three years, they spend a day creating dinner for over 80 people. *"Northwell does so much with communities to raise money for brain aneurysms, breast cancer, and other problems that affect my patients. There's a sense that you belong to an organization that really does care,"* she adds.

Janet has personally benefited from Northwell Health's focus on caring about career development. *"We have so many opportunities to advance. Through the Center for Learning Innovations (CLI), we can take classes, and Northwell Health will help pay for you to continue your education."* From Dealing with Stress Management to Emotional Intelligence for Leaders to Business Writing and Computer courses, Northwell Health provides classes to advance and nurture strong professional careers.

The emphasis on community has allowed Janet to see her team at Northwell Health as family. Many of them have been working with her for 5-10 years, with one staff member who has been with her for 23! Janet's actual family has joined her Northwell Health family, too. Janet's son Josef works for LIJ Hospital. *"I am so proud of the contributions that he has made in only his first year with Northwell. At Northwell Health, you're recognized for doing great things. There really is a culture of care here and shows that we are all Made for this."*

### **TOTAL REWARDS: AN OVERVIEW**

As mentioned at the beginning of the section, below you'll find an overview of our Total Rewards that all

full-time employees can utilize.

- **Choice of three Medical Plans – United Healthcare Value, Buy-Up, or High Deductible HSA Plan.** All plans cover team members, 100% for in-system/in-network qualified preventive care visits.
  - **Northwell Health Value Plan:** Designed for those who use in-system providers and Northwell Health facilities, but would like access to out-of-network care. When using the in-system network, team members will never pay more than a \$20 copay for primary care visits, or \$40 for a specialist, with access to more than 10,000 providers and locations across our service area. Additionally, team members have access to GoHealth, ProHealth, PM Pediatrics, and CareMount urgent care centers for a low copay of \$20.
  - **Northwell Health Buy-Up Plan:** Designed for those who do not exclusively use in-system services. If team members frequently seek care outside the Northwell Health network, they will pay a lower deductible and coinsurance compared to the Value Plan but will pay more via paycheck deductions. Like the Value Plan, when using the in-system network, team members will never pay more than a \$20 copay for primary care visits, or \$40 for a specialist, with access to more than 10,000 providers and locations across our service area. Additionally, team members have access to GoHealth, ProHealth, PM Pediatrics, and CareMount urgent care centers for a low copay of \$20.
  - **Northwell Health High Deductible Plan and Health Savings Account:** A high deductible health plan coupled with a health savings account (HSA), which is a triple-tax-advantaged, medical savings account. Team members can put aside up to \$3,000 in pre-tax money if electing single coverage and \$6,000 in pre-tax money if electing family coverage. These are per paycheck deductions, and team members can change contributions monthly. To help offset the deductible, Northwell also funds HSA accounts, with \$500 for single and \$1,000 for family coverage. The total maximum employee and employer contributions into the HSA account is \$3,500 for individual coverage and \$7,000 for family coverage.
- **Choice of two Dental Plans (DPPO or DHMO) through Cigna:**
  - DPPO: up to \$2,000 of covered dental services annually with in- and out-of-network options available
  - Exams, x-rays, cleaning covered at no charge and company-paid orthodontia benefit per insured
- **Vision Plan through Davis Vision:**
  - Annual exam covered at 100%
  - Lenses/frames/warranty/scratch-resistant protection covered at 100%

- Discounted laser vision correction
- **Health Care, Dependent Care & Commuter Flexible Spending Accounts**
- **Short-Term Disability:** Team members receive a minimum of 50% of their salary during short-term disability leave, at no cost.
- **Life Insurance:** Team members automatically receive 1.5 times their salary in life insurance at no cost; spouse and child life insurance is also available.
- **Retirement Planning:** Northwell automatically contributes 5.5% annually to non-union retirement plans, with an additional 2% match available based on employee contributions – total Northwell contribution of 7.5%. Employees can also contribute to a Roth deferral option. These dollars may benefit from tax-free growth if you hold the account for at least five years and don't withdraw the money until at least age 59.

Our people can't be "Made For this" unless they're feeling their best; it's why their wellness, health, and happiness are our top priority.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### **Question 6.32: Caring (Diversity and Inclusion)**

**How do you ensure you are creating a great workplace for all employees regardless of their personal backgrounds and place in the organization? Describe your company's programs and/or policies intended to promote diversity and/or inclusion across personal demographics and job roles. If available, please provide us with data showing how these programs have changed your workplace demographics and diversity within management over time.**

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*"As the largest private employer in the state dedicated to cultural and social diversity, our goal is to provide each and every one of our employees a safe work environment that affords them dignity, respect, and tolerance." —Dr. Jennifer Mieres, MD, Senior Vice President & Chief Diversity and Inclusion Officer*

At Northwell Health, we have the privilege of working in some of the most culturally diverse cities in the world, and that affects our employee population, as well as our patient communities. Making the most of this amazing opportunity to serve a diverse population means that we truly value and respect each other's backgrounds and beliefs. We learn from each other. And we draw on each other's unique skill sets and strengths to come together as a stronger whole, dedicated to providing excellent care to our community. This commitment begins with the Board of Trustees and continues throughout the rest of the organization.

Across the organization, we believe in promoting a culture of inclusion — and in creating an environment in which each person feels welcomed, respected, supported, and valued as a team member. We know that the key to delivering the highest quality care to all is creating an environment that fully supports equity, diversity, health literacy, and community.

### **AWARDS AND RECOGNITION**

Our commitment has been recognized both inside and outside our organization. In 2019, for the seventh year in a row, Northwell Health was named one of the nation's top health systems for diversity, ranking second nationally and first in New York State, according to DiversityInc's *Top Hospitals & Health Systems for Diversity* list. We're proud that we moved up in the rankings from fifth a year ago. DiversityInc's extensive annual survey yields an empirically driven ranking based on talent results in the workforce and management, senior leadership accountability, talent programs, workplace practices, philanthropy, and supplier diversity. Northwell Health was also ranked by DiversityInc in the top 50 as an employer recognized for fostering an inclusive workplace for members of the LGBTQIA+ community. In 2018 we were included on the Best Workplace for Diversity List by Great Place to Work, and we have been named a Military Friendly® Employer each of the past five years, with a gold rating for 2019 as a top 10 employer.

The Health Care Equality Index (HEI) is the nation's LGBTQ benchmarking tool which evaluates health care facilities' policies and practices related to the equity and inclusion of their LGBTQ patients, visitors, and employees. The HEI 2018 evaluated more than 1,600 health care facilities nationwide. Northwell

Health is proud to have received HEI leader status for 22 sites across our health system; Northwell Health tied for first place in New York State and placed third in the United States overall.

Additionally, Glen Cove, Huntington, Lenox Hill, North Shore University, Plainview, Southside, Syosset and Staten Island University hospitals, LIJ Medical Center, Long Island Jewish Forest Hills, Long Island Jewish Valley Stream and the Feinstein Institute for Medical Research were named **Human Rights Campaign Foundation 2016 Leaders in LGBTQ health care equality**.

Finally, in May 2018, we were the recipient of the National Association of Colleges & Employers Diversity and Inclusion Excellence Award.

From patients to team members, to our communities, we are Northwell Health, and we are **Made for all**.

### **RECRUITING A DIVERSE WORKFORCE**

As discussed in Section 6.23 – Hiring (Recruiting), we see diversity and inclusion as core components to our mission of delivering the highest quality care to all, regardless of race, ethnicity or cultural background, as well as language proficiency, literacy, age, gender, gender identity, sexual orientation, religion, disability or socioeconomic status. We believe that creating a workplace that is welcoming to all starts with an inclusive recruitment process, so we practice what we preach by ensuring our recruiting efforts include underrepresented groups, including women, minorities, veterans, and individuals with disabilities.

Northwell Health leaders, including our CEO, are committed to the principles of Equal Employment Opportunity (EEO) and Affirmative Action, and once new hires join our team, we want all of them to feel understood, supported, and to have access to the resources they need for a fulfilling career. We encourage our team members to bring their “whole selves” to work, and we provide tools for them to value diversity, practice inclusion, and communicate effectively.

### **INTEGRATING DIVERSITY & INCLUSION INTO OUR EMPLOYEE EXPERIENCE: PROGRAMS, TRAININGS & COUNCILS**

We make sure to bring a variety of backgrounds, styles, perspectives, values, and beliefs into our decision-making processes, so ultimately, we can effectively meet the needs of our team members and patients. As mentioned in Section 6.30 – Developing, diversity and inclusion education at Northwell is a collaborative partnership between our Center for Learning and Innovation (CLI) and our Center for Equity of Care (CEC). The purpose of the CEC is to educate and promote diversity within and across Northwell Health. These programs provide tools that foster cultural humility, critical thinking, and self-awareness — all contributing to a more inclusive environment in which team members from every background can feel comfortable.

### **Diversity Mandatory Topics**

All Northwell Health team members must complete a mandatory diversity and inclusion training module

each year. In 2018, all 70,000 team members completed the training. This education module covers topics such as diversity and inclusion, unconscious bias, Equal Employment Opportunity, sexual harassment and discrimination and disability. We provide this same training to all new hires as part of their onboarding process.

### **Inclusion Academy**

This program provides coordinators, front-line managers, and directors with the tools to implement and manage diversity and inclusion strategies at their local sites and facilities. The academy includes representation from the Collaborative Care Council, High Potential and Physician High Potential programs, Patient Experience Committee leaders, IT Management, and Human Resource managers.

### **Unconscious Bias Training Program**

As an organization, we continue to build skills around and knowledge of unconscious bias across our workforce, including leadership teams. As part of this process, we are taking a multi-pronged approach — embedding unconscious bias content into existing training programs, including annual corporate mandatory topics, leadership development, high potential development, administrative and physician programs, and onboarding programs, including Leadership Beginnings (for all new leaders), Beginnings (for all new hires) and Physician Beginnings (for all new physicians to the health system).

As of early 2019, Northwell Health has trained thousands of team members in unconscious bias awareness with effective and interactive programming that covers the following topics:

- Understanding the science and research of unconscious bias
- Identifying how bias and the processes of the unconscious mind can impact critical decisions and results
- Becoming aware of your own background and its impact on your perceptions so you are better able to advocate for inclusion in your organization
- Applying new strategies for practicing more conscious awareness individually and organizationally

Through the deployment of facilitators (including physicians, nurses, and Human Resources personnel), we have offered workshops across our 23 hospitals. We have also presented the training at Grand Rounds, Specialty Rounds, High-Potential Leadership group sessions, Nursing Leadership rounds, and a variety of additional mini-sessions, including at our associated Zucker School of Medicine. In addition, we have begun making other unconscious bias training modalities available on-demand online. An unconscious bias toolkit has been designed to provide additional materials to everyone at Northwell. We continue to explore new mediums, including the use of animated video shorts to share the information in a different and engaging format.

We are working to embed this training into clinical training programs — case studies for nurses, residents, physicians and other providers using our Patient Safety Institute (simulation center), clinical

skills program (with standardized patients), as well as including it in all training curricula associated with our Institute for Nursing.

Previously, thousands of team members were also trained in targeted online education modules to raise awareness of how unconscious bias impacts them personally and the decisions they make in the organization.

### **Sexual Harassment Training**

Similar to the unconscious bias training program, we continue to embed strategies for a safe and respectful work environment, including sexual harassment prevention, bystander intervention and prohibiting retaliation. We are significantly expanding our sexual harassment training to be incorporated in existing training programs such as annual corporate mandatory topics, leadership/high potential development programs, and onboarding programs.

### **Culture Vision™**

Beyond the diversity and inclusion and unconscious bias training, we offer **Culture Vision™**, a learning tool accessible by all Northwell Health team members with more than 120,000 views to date. This comprehensive resource assists health system team members who are interested in developing their cultural knowledge by asking thoughtful questions. Considering the diverse cultures we interact with, CultureVision™ provides users with information to help anticipate needs and guide conversations. This resource provides accurate, up-to-date information on 80 cultural groups, 20 religions, and 15 additional communities and covers the following topics:

- Communication preferences
- Diet and nutrition considerations
- Family patterns, beliefs, religion, and spirituality
- Treatment protocols and ethnopharmacological issues

### **(NEW) Emerging Leaders Diversity & Inclusion Council**

Northwell's Emerging Leaders Diversity & Inclusion Council was formed in 2017 to provide a voice from the perspective of young, emerging leaders on diversity and inclusion efforts at Northwell Health. The council of 10 works to ensure that diverse voices are heard throughout the organization, and that we are effectively prioritizing and focusing our efforts.

### **(NEW) Mentoring Program**

In addition, we offer formal and informal mentoring programs, including an **Emerging Leaders Diversity & Inclusion Council Mentoring Program**, which engages diverse rising stars in a year-long, formal, professional development mentoring program with a focus on challenges faced by diverse populations. *(For more details, see Section 6.30 – Developing.)*

## **BUILDING INCLUSIVE COMMUNITIES WITHIN NORTHWELL HEALTH**

Our team members are diverse in their backgrounds and their needs, and we want to support them

throughout their careers. One way we do so is by helping them to identify and connect to communities within Northwell Health that can help strengthen their bonds with one another.

### **Space to Practice Spirituality**

Across Northwell Health, our teams have created **Spirituality Spaces for all faiths and cultural beliefs** so that in stressful, life-changing or transitional moments, team members (and patients) can find meaning, hope, connection, and comfort.

### **Commitment to Veterans**

We believe that veterans make exemplary team members, and that's why we've made sustained investments in marketing, resources, and tools to actively hire qualified veterans, National Guard members, reservists, and military spouses. We're proud to have been recognized as a Top Ten Military-Friendly Employer for three years in a row. Last year, we ranked second among non-profit organizations. We are members of the Veterans Jobs Mission, a coalition of private-sector companies committed to hiring 100,000 veterans by 2020, as well as other programs dedicated to serving those who serve our country. In the last two years alone, Northwell has proudly hired approximately 1,000 self-identified veterans. Below are two examples of the many programs we have in place to support and honor our veteran team members:

- **Pay Differential Program:** Since 2009, Northwell Health has pledged to make up the difference between employees' standard salary at Northwell and the military pay they receive when called into active duty. The pay differential program is for any member of the Army, Marines, Navy, Coast Guard, and National Guard who are called to active duty and must leave work in support of a mission or unit deployment. This initiative was designed to alleviate the financial burden for service members and their families. No service member should experience economic hardship when serving their country. Since the inception of this program, Northwell Health has paid out over \$1.6 million.
- **System-wide recognition of Veteran's Day:** VALOR (Northwell employee resource group for Veterans and allies) in collaboration with the Center for Equity of Care, coordinate various site activities including a Veterans pictorial wall of heroes, recognition breakfasts, lunches, and flag-raising.

### **LGBTQ**

Ensuring that all team members feel comfortable at Northwell is critical, and visible support is essential to let people know that they are included in our family.

### **(NEW) Partnership with NYC Pride**

This year, we partnered with NYC Pride to serve as a principal sponsor of events tied to WorldPride 2019 and celebrate the 50th anniversary of the Stonewall uprising. The partnership included hosting, participating in and sponsoring several events throughout June in honor of LGBTQIA+ Pride Month, culminating in the NYC Pride March and PrideFest in Manhattan on June 30.



While Northwell Health team members have participated in the NYC Pride March for each of the last seven years, this is the first time we've served as a sponsor.

*"Northwell Health is very proud to be a sponsor of Pride activities throughout June. As we prepare to commemorate the 50th anniversary of Stonewall, which serves as the unofficial beginning of the gay rights movement, we invite all of NYC to come out on June 30th and share our pride."* —Dr. Jennifer Mieres, MD, Senior Vice President & Chief Diversity and Inclusion Officer

The proof is in feedback from our team members, such as the following from Bill Self:

*"Over the years, I have gone from being afraid to go to school or work openly to marching with Governor Cuomo down Fifth Avenue with my husband. It is great to work for an organization where I can bring my whole self to work, feel included, and promote health services within the LGBTQ community. It is gratifying that at our workplace, we all feel comfortable and can work together to make sure that everyone feels welcome."* —Bill Self, Director, Health Sciences Library, Lenox Hill Hospital

### **Including the Disabled Community**

We know that physical disability is not a barrier to talent, and we aim to create an environment in which all people, regardless of disabilities, can succeed. We have several programs that promote inclusivity, as well as provide necessary adaptations to the workplace.

In addition to ADA accommodations that include modification of workspaces, CARE WORKS focuses on assisting team members with returning to work following a disability absence and achieving success in the workplace. CARE WORKS — which stands for the Consult, Assessment, Rehabilitation planning, Evaluation, Workplace reassessment, Ongoing reassessment, Review, Keeping, and Support service — provides a framework to support individuals who have had a significant interruption in employment and helps with maintaining team member's wellness, and with either returning to and remaining in their positions, or in receiving assistance with placement in a more suitable role.

Northwell Health's strategic plan continues to include active recruitment of individuals with disabilities, including targeted job board postings, referrals from leading local resources, internships, significant relationships with community and regional recruiting resources, and a specific focus on disabled veterans. To further this commitment, Northwell has hired an Inclusion Specialist, who is a person with a disability, to help people with disabilities understand the hiring process, expedite communication with our recruiters, and conduct essential outreach to increase our pipeline of qualified individuals with disabilities.

Our Inclusion Specialist serves the community at large in all of the regions where Northwell Health has a presence. To further our commitment, we have established an approach to training, hiring, and supporting individuals with disabilities.

Lesly St. Louis, our Inclusion Specialist says, *“The biggest challenges we have to overcome are not the disabilities, but the stigma surrounding them. As an inclusion specialist, I facilitate opportunities for individuals with disabilities by working to replace fear with mutual understanding.”*

### **(NEW) Not Letting Autism Stand in Our Way**

Late last year, the **Staten Island University Hospital** launched a localized diversity initiative called **Project Search**. It’s an innovative training program for students 18-21 years old with intellectual or developmental disabilities who have completed academic requirements and would benefit from internships and employability skills education. To date, ten students have participated in the internship program, and two have been hired to join our team. Not only does this program find talented people who may otherwise be overlooked, but it upholds our values and our commitment to being a diverse and inclusive employer.

### **Path to Inclusion & Bridges to Adelphi Internship Program**

As we work to empower people and support all populations, we also promote career opportunities to those with disabilities, who often struggle when it comes to finding high-quality careers, through our **Path to Inclusion** program, an integrated and comprehensive approach to training, hiring and supporting individuals with disabilities. Inclusion specialist, Lesly St. Louis, works to create opportunities for people with disabilities by driving mutual understanding.

As part of our Path to Inclusion initiative, in 2017, we partnered with Adelphi University’s Bridges Program to provide meaningful internship opportunities for neurodiverse students on the Autism spectrum. In the first year, five interns were placed for the summer, and two interns were hired full-time after their internship, in a role matching their career interest. We offer supervisor/staff training to ensure a positive experience, ongoing coaching for the student and supervisor, as well as enhanced learning opportunities such as lunch and learns. Last year, we placed six interns throughout Northwell Health and hired three from the class. We plan to hire eight interns during the summer of 2019.

One example is [Sean Culkin](#), who was diagnosed with autism at the age of 2. Sean began working at Northwell as an intern through the program. He was able to provide structure for himself through the school’s resource programs, but his biggest concern was transitioning from college into the workforce. After completing a successful two-month internship at Northwell Health, he was offered full-time employment at Monter Cancer Center in Lake Success, where he has spent the past two years as a research coordinator.

*“Sean is an inspiration because he’s going out to the public and telling people, there’s hope for you, there are opportunities for you, there are services for you. It’s the goal of really connecting to people and knowing where to enter a doorway for services.” —Carmine DeSena, Director of Psychiatric Rehabilitation at Zucker Hillside*

### **N-ABLE BERG**

Our Workforce Readiness team, along with Zucker Hillside Vocational Rehab, co-chair the **N-ABLE BERG**

(Business Employee Resource Group), which serves as an advocate, resource and educational center for individuals with disabilities, family members, friends, team members, hiring leaders, health care providers and the community at large, around issues of acceptance and inclusion. We provide education and enrichment to our Northwell Health team members with disabilities and team members who have individuals with disabilities among their friends, families, or co-workers, and we host these programs at multiple facilities.

This April, in recognition of Autism Awareness Month, the N-Able BERG presented "Not Defined by Autism" at Zucker Hillside Hospital. [Sean Culkin](#), our research coordinator mentioned above, spoke publicly about coming to terms with autism. Sean's story has been so inspiring to so many – it was highlighted in the Today Show's blog, and he was also a keynote speaker at our annual board meeting.

### **Viscardi Center**

Our partnership with the Viscardi Center includes a subsidiary, Abilities, Inc., and a related entity, the Henry Viscardi School. The National Business and Disability Council (NBDC) at The Viscardi Center is an employer organization and comprehensive resource for disability best practices. We are a member organization, partnering with them to receive their expertise in the disability space.

*"The culture at Northwell Health is one of camaraderie and respect. I look forward to coming to work every day. As an openly disabled person, I have never been made to feel different or less in relation to my co-workers in terms of how I have been treated or the expectations placed upon me as an employee."* — Brendan Foley, Activity Specialist, Zucker Hillside Hospital

### **Empowering Women**

Supporting women in science helps advance health care research and gives women increased opportunities to develop their careers, receive the recognition they deserve, and educate the community on the importance of research. Mentoring young women and encouraging them to enter the field ensures that future generations of women researchers are supported and guided by this community of exceptional health care visionaries.

### **Advancing Women in Science and Medicine (AWSM)**

Advancing Women in Science and Medicine (AWSM) is a program designed to promote the career opportunities and career satisfaction of female scientists at the Feinstein Institute for Medical Research. It's comprised of a group of Feinstein Institute female faculty members who lead programs in basic, translational and clinical research in a wide variety of areas. The core initiatives of AWSM are recognition, career development, advocacy and education, and networking and mentoring. To date, AWSM has had over 115 members who have completed the program.

### **Women's Mentorship Program in Physician Partners**

In spring 2017, Physician Partners launched The Women's Mentorship Program Pilot, which paired female colleagues within Physician Partners with senior executive women throughout Northwell Health. The program helps to fulfill a need for mentorship, networking, and professional development among

women colleagues. With the support of Executive Director for Physician Partners Dr. Ira Nash, and our Ambulatory Services Regional Human Resources Partner Kathy Donovan, the program enables women to be supported in their professional growth, navigate a large organization, and build lasting relationships among their peers and senior leaders. A key component of the program is a group project, designed to help mentees develop skills in teamwork, presentation, research, and understanding the business of health care. Mentees work collaboratively to create a plan of action to solve a significant business challenge in their department. Now in its third year at Northwell, the program has been well received from senior leaders throughout the organization and is sponsored by Northwell's Chief People Officer, Joe Moscola.

We knew this program was successful when we looked back on the first cohort and saw that nearly half of the mentees received promotions, and all participants (both mentors and mentees) expressed statistically significantly higher levels of engagement than other physicians. Although the program is still in its early stages, some of our key outcomes include:

- Five women in the first cohort received promotions
- Mentees felt more connected to the organization following the program
- One of the mentee cohorts created a Physician Recognition program in Physician Partners
- Mentors and mentees formed strong bonds that extend beyond the end of the program
- Mentees helped launch the second iteration of the program
- The program format was used as a best practice to develop a new diversity program at Northwell

#### **PROMOTING INCLUSIVITY: BUSINESS EMPLOYEE RESOURCE GROUPS**

As a leader in health care serving multicultural communities, we have a responsibility to cultivate and foster diversity within our health network. But beyond our business goals, we have a sincere passion for supporting our team members and welcoming their diverse needs and interests. It's who we are. And this commitment not only leads to increased engagement but also an overall improved quality of life for our team.

We established the Business Employee Resource Groups (BERGs) program to enhance engagement, innovation, and talent development, and to promote an inclusive culture. BERGs apply national best practices aligned with key business goals and objectives of the organization. All BERGs are required to submit a business plan designed to support the patient-and-family-centered care model of our health system. BERG objectives include:

- Employee engagement
- Enhanced talent recruitment, retention, and development
- Serve as ambassadors to internal/external communities

The Center for Equity of Care encourages all team members to voluntarily join one of our BERGs based on their commonalities to bring their whole selves to work, expand our market reach and provide an opportunity for talent development.

Northwell's BERGs include:

- **BRIDGES** engages team members passionate about embracing relationships with our diverse communities through a shared understanding of cultural values in the context of health care delivery. Today, BRIDGES includes Chinese-, Korean-, African-American, and Latinx-focused groups. The groups organize discussions and events and promote more culturally sensitive care across the organization and in the community, while also celebrating and exploring team members' cultures. *(See Section 6.33 – Celebrating to learn more about holidays at Northwell.)* (NEW) In January, members of the BRIDGES BERG volunteered at our 49<sup>th</sup> annual event to honor Dr. Martin Luther King, Jr.

*"This event means a lot to me that we were acknowledging the great work of the Honorable Rev. Dr. Martin Luther King, Jr. I was so overwhelmed with the stories people shared with us at the event, and I greatly appreciated being an 'ear' for some of them. As a BERG member, I am afforded the opportunity to network with other employees from different facets of the health system...we are all able to bring our own experiences forth and learn from one another." —Sasha Garcia, Senior Specialist, Ambulatory Human Resources*

- **N-ABLE**, also mentioned above, offers a resource and educational center for individuals with disabilities, family members, friends, team members, hiring leaders, health care providers, and the community at large. This group, led by our Chief People Officer, provides education and enrichment to team members with disabilities and those who have friends, families, or co-workers with disabilities.

In September 2018 the N-Able BERG hosted several kickoff events with a Peer-Based "Spoken Word" program at four Northwell Health sites. The N-Able BERG has begun research and collection of disability-based services offered within Northwell Health for a database to be shared with all employees. As of October 2018, the N-Able BERG has 66 members.

- **EXPRESSIONS** serves as a resource to promote health equity and awareness of the LGBTQ community. It supports our core values by providing programs and initiatives that promote and encourage unity and a celebration of diversity within our LGBTQ community and beyond. For nearly three years, EXPRESSIONS has educated health care professionals about understanding and respecting the issues that LGBTQ team members and patients face. Members include both team members who identify as LGBTQ and allies of the community who are passionate about promoting health equity and awareness. Expressions partnered with [LGBT Network](#) to implement a system-wide rollout for 35 facilities to provide education for National

Coming Out Day on October 11. They distributed rainbow ribbons to raise awareness on the importance of being a safe space, and over 750 people signed a pledge to wear the ribbon. Each site helped educate team members, patients, and visitors on the importance of coming out as either LGBTQ or an ally of the community. The Expressions BERG was also nominated for the 2018 President's Awards in the Teamwork category.

When Expressions initially launched, it had 127 members. By December 2018 membership increased to 400!

*"As an ally of the LGBTQ community, it's wonderful to work for an organization that is dedicated, passionate, and committed to promoting health equity. I am thankful to have EXPRESSIONS as a business employee resource group where I can give my time outside of my normal job function to do this!"* —Patricia McColley, Community Relations, Northwell Health

Some of the programs that EXPRESSIONS has helped cultivate include:

- The Transgender Health and Wellness Program at Lenox Hill Hospital, which provides medical services for the transgender and gender-non-conforming community in a safe and accepting environment.
- The Center for Transgender Care, which provides health care services in a culturally competent manner.
- The Immediate Care Clinic, which brings medical care to the LGBTQ community at Fire Island's Cherry Grove, one of the most popular LGBTQ resort communities, as the only provider of health care in Cherry Grove.

Northwell is proud of our growing relationships with LGBTQ organizations, such as Pride for Youth, the LGBT Network of Long Island and The Center based in Greenwich Village, and is a member of the National Gay and Lesbian Chamber of Commerce.

- **VALOR (Veterans and Allies: Liaisons of Reintegration)** engages and positively impacts military personnel, veterans, and family members to ensure they achieve successful community re-entry, gainful employment, and overall well-being. VALOR has more than 200 members who have served or currently serve in the U.S. Military, have family members in the service, or are interested in veterans and veterans' affairs. The goal of VALOR is to give members of the military, veterans, and their families an increased sense of community and a chance to gain insight from each other and share their experiences.

VALOR developed a business plan for increasing awareness and usage of Northwell's Rosen Family Wellness Center for Military and the Unified Behavioral Health Center for Military Veterans and their families.

VALOR also offers opportunities for Northwell team members who served in the armed forces to speak to veterans at local colleges about how to transition their military experiences to the civilian workplace.

*“At the beginning of my career, I was fortunate enough to become a member of the VALOR BERG. Since joining this group, I’ve had the opportunity to attend some events and share my experiences and stories with other veterans. VALOR is a program that brings veterans together to give them a chance to appreciate one another while also learning from each other’s experiences in the military and in their current roles within the organization, assisting veterans in gainful employment while promoting well-being.”* —Luis Phillips, Operations Manager, U.S. Army Veteran and MBA student at Hofstra University

- **(NEW) WOMEN IN HEALTH CARE** members are committed to mentoring and developing women leaders at all levels within Northwell and the communities we serve. The BERG, which is open to all team members, connects and inspires women by providing opportunities for advocacy, community service, and personal and professional development. The goal is also to advocate and serve as educators for team members, health care professionals, and the community around issues of acceptance and inclusion.

We love to celebrate our diversity and the inspiration and creativity we gain from working together. So, when our BERGs aren’t serving patients, you’ll find them celebrating Asian Pacific Heritage Month with Tai Chi and acupuncture, or joining in with the dragon dancers and fireworks at Flushing’s Lunar New Year Parade in Queens, New York. You’ll find them championing amazing women on International Women’s Day, reflecting on the contributions of African-American leaders through Black History Month or honoring veterans with a Wall of Heroes. This important work enhances the experiences of **all** of our team members.

### **DIVERSITY & INCLUSION FOR OUR STUDENTS**

In our medical school, we have various diversity and inclusion recruitment and retention programs to boost the number of diverse applicants and support them once they join us, including:

- **Medical Science Youth Program** where medical students mentor seventh- and eighth-grade students from schools in economically disadvantaged areas.
- **The Northeast Regional Alliance-Health Career Opportunity Program (NERA-HCOP Program)** at The Zucker School of Medicine at Hofstra/Northwell is a three-year program designed to help students from communities that are traditionally underrepresented in medicine become competitive applicants.
- **LGBTQ Mentorship Program.** The Zucker School of Medicine at Hofstra/Northwell also launched an LGBTQ mentorship program between physicians, residents and medical students with the

goal to foster a community of support and cultivate a partnership through which students can discuss specific LGBTQ-related social and career topics with more experienced mentors.

### **(NEW) New Associate Dean of Diversity & Inclusion for School of Medicine at Northwell Hofstra**

In July 2018, the Zucker School of Medicine at Hofstra/Northwell announced the appointment of the new Associate Dean of Diversity and Inclusion, Robert Roswell, MD. In his role, Dr. Roswell will provide strategic vision, leadership, and planning to expand and strengthen diversity and inclusion as core institutional values. His vast experience will support our mission to bridge differing perspectives, lifestyles, languages and cultural backgrounds to reinforce an inclusive learning environment and enhance the connection with our partners in medical education and surrounding communities. Dr. Roswell has already implemented a new Diversity Policy in addition to several other efforts that strengthen diversity and inclusion in the school's programs and curriculum.

### **DIVERSE, PASSIONATE LEADERS**

Diversity and inclusion are woven into the fabric of our organization, and our differences can be seen in the composition of our leadership and faculty.

Last year, we interviewed three of our esteemed leaders about [Black History Month](#) and their experiences before and since joining Northwell Health. Dr. Allen Toles said, *"The best part of being a leader here at Northwell is that I have the opportunity every day of breaking down barriers and stereotypes and being a role model for other team members and my community."*

Similarly, Dr. Janna Andrews said, *"I'm currently serving as a co-chair for the BERG that focuses on team members of African-American and Caribbean descent. We are just getting started, but collectively, we are committed to ensuring that these team members are aware of opportunities that exist for themselves or their families at Northwell."*

### **EXTENDING OUR DIVERSITY AND INCLUSION EFFORTS TO PATIENTS**

In closing, our efforts to create a diverse and inclusive work environment for our team members extends into our patient care as well. Below are just a few examples of how we practice what we preach with our patients and customers.

#### **An Action Pledge for Dignity & Respect**

Our **Dignity & Respect Campaign** encourages team members to make an "Action Pledge" demonstrating their commitment and dedication to health equity — providing excellent care to all patients no matter their background and ensuring that they have all the resources and knowledge they need to make informed decisions about their care. Research and hands-on experience have shown us that pledging to these goals and promoting effective communication and cultural and language sensitivity leads to:

- Improved patient and family-centered care
- Reduction in health disparities
- Enhanced health outcomes for patients and their families



### **Center for Diversity, Inclusion and Health Equity (DIHL)**

Our Center for Diversity, Inclusion and Health Equity (DIHL) focuses on optimizing the health and wellness of all communities through the delivery of culturally appropriate health care and the goal of eliminating health disparities. Our DIHL System Committee, chaired by our Chief Diversity and Inclusion Officer, meets quarterly to share best practices, foster collaboration, and integrate DIHL principles throughout Northwell Health. DIHL champions at each site help to incorporate diversity, inclusion, and health literacy into the fabric of the health network.

### **Diversity, Inclusion & Health Literacy Leadership Summit**

In October 2018, the Center for Equity of Care hosted the 2018 Diversity, Inclusion and Health Literacy Senior Leadership Summit: “The Journey to Health Equity: Reigniting Humanism in Health Care,” as an educational forum for over 200 Northwell Health senior leaders. The keynote address was delivered by Dr. BJ Miller, Assistant Clinical Professor of Medicine, University of California San Francisco, Former Executive Director, Zen Hospice Project. Dr. Miller is one of the pre-eminent speakers on patient-centered care, palliative, and end-of-life care. Drawing on his expertise as a physician and as a patient, he is an advocate for a health care system that maximizes quality of life and minimizes unnecessary suffering. As part of the summit, Northwell’s senior leaders also shared remarks on their commitment to diversity, inclusion, and health equity.

*"Having a workforce that reflects the diverse cultures and ethnicities and the diverse lifestyles of the community has helped us to be a much more inclusive health system."* —Dr. Jennifer Mieres, MD, Senior Vice President & Chief Diversity and Inclusion Officer

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.33: Celebrating

**How do you encourage fun and camaraderie among your employees? Please include the ways in which your company celebrates team and/or organizational successes.**

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At Northwell Health, we take on huge missions. We bring babies into the world. We heal the sick. We conduct life-changing research. And we literally save lives. In short, we seek to do the extraordinary. We believe in celebrating these accomplishments, both big and small, that make us all smile. From an employee's first day on the job to celebrating 20 years, from losing weight through our wellness challenges to a wedding shower, from a new degree to a new discovery — we're proud of the many exciting milestones our individuals and teams achieve, and we take every opportunity to show it. We celebrate our 70,000 team members throughout the year with gatherings and parties, shout outs, and storytelling across our multiple channels. As we have limited space to talk about *all* our celebrations taking place across Northwell Health, we've selected a few of our favorites to share.

#### **NATIONAL APPRECIATION DAYS, WEEKS AND MONTHS**

Our team members work year-round, and we regularly take the time to celebrate and acknowledge their work. We celebrate all nationally recognized appreciation days, weeks, and months, and we encourage each of our hospitals/sites to apply their own creativity to how they approach each event. Dress up in 70's costumes for a groovy party? Sure! Wheel an old-fashioned ice cream cart down the hallway? Why not? There are plenty of times to be serious, so when the opportunity arises, we're all about having fun and enjoying time together. A sampling of these events includes:

- **Patient Experience Week:** As part of Patient Experience Week in April, we take the opportunity to celebrate our team members, knowing the tremendous impact they have on our patients. Each facility is encouraged to add their own spin, resulting in red carpet events, photo booths, meditation sessions, smoothie bars, appreciation rounding by leaders, friendly competition activities, Culture of C.A.R.E. trivia and team-building activities. But we don't stop with our caregivers. We also take the opportunity to spotlight our patients, bringing in music performers, pet therapists, hand-written get-well cards by staff and offerings of small gifts of appreciation upon discharge. Storytelling is always a powerful forum for hearing the "voice" of our patients and families, and so again in 2019, incredible patient stories were shared by reading letters aloud and watching video testimonials.
- **National EMS Week:** At the Center of Emergency Medical Services (CEMS), National EMS Week is celebrated all week long with barbecues, outpost food deliveries, break room snacks, healthy lunches, and the "Second Chance Luncheon." The Second Chance Luncheon is an annual luncheon that celebrates EMTs and Paramedics who saved patients who had flat-lined. During this celebration, these patients have the opportunity to meet those who revived them and tell their story. It is a moving event that shows the real impact of CEMS on the lives of the people they serve.

- **Lab Week:** Our laboratory professionals are often the unseen heroes in health care, so each April we focus on spreading the love, introducing games and activities such as photo booths, catered breakfasts, carnival day, fashion shows and a pie-eating bake-off and contest.
- **Nurses Week:** In May, we take a full week to recognize, reward, compliment, commend, praise and spoil our registered nurses through events such as leadership luncheons, Zumba classes, chair massages, ice cream socials and more. And while the celebrations end on Friday afternoon, we created an eBook to share their inspiring stories, so our nurses and the world can continue to appreciate them. This year our President and CEO Michael Dowling and Chief Nurse Executive Maureen White kicked off International Nurses Day with a system-wide email that highlighted how proud we are of the dedication and sense of purpose displayed by our nurses.
- **National Certified Nurses Day:** Observed every March 19, this day honors and recognizes certified nurses for their significant achievement of nursing specialty. At Lenox Hill Hospital in Manhattan, all certified RNs are celebrated with a breakfast and pinning ceremony.
- **Night Shift Wellness Appreciation:** Once a quarter, those who regularly work the night shift — the “Night Life” team — are treated to massages and healthy refreshments, giving them time to relax and take a break with colleagues on the unit.
- **Veterans Day:** We have many active and veteran military team members at Northwell, and they are essential to us. At Plainview and Syosset Hospitals, we host a celebration on Veterans Day, including contributions from our Food & Nutrition team and a ceremony. At Long Island Jewish Medical Center (LIJMC) there’s an annual Veteran’s Day celebration. In 2018, the special celebration featured guest speaker Colonel Christopher Croft, Retired and President of the Daniel Morgan Graduate School for National Security. Members of the Airborne Tri Team were in attendance and led a one-mile walk around the LIJMC Campus fit trail. The event also helps raise awareness of our VALOR BERG. *(For more on BERGs, see Section 6.32 – Caring (Diversity & Inclusion).)*

### **CELEBRATING THE HOLIDAYS – ALL OF THEM**

Being Truly Compassionate is one of our organizational values. Whether walking through our corporate offices, our hospitals, or any one of our locations, you can always tell that caring runs through everything we do. It's who we are. And when there's a holiday, the spirit of caring and celebration comes to life at Northwell Health. From legal holidays to meaningful religious observances to unusual national days, our people make a point to make each holiday special. Many of our facilities are transformed with holiday decorations, and team members dress up in festive costumes and attire while working their daily shifts. President and CEO Michael Dowling sends emails to all team members to celebrate holidays such as Kwanza, Hanukkah, and Christmas, bringing us together while spreading the message about our cultural diversity. He even joins in our ugly sweater contest. A few highlights of our holiday celebrations include:

- **Black History Month:** We reflect on the achievements of the African American community.
- **International Women's Day:** We celebrate amazing women in health care.
- **Martin Luther King, Jr, Day:** We observe a day of service.
- **Ramadan:** In addition to providing break-the-fast snacks, we also arrange a daily prayer space for our team.
- **Eid al Fitr:** We celebrate and offer a dedicated prayer space.
- **Rosh Hashanah:** We hold a Shofar blowing ceremony.
- **Diwali:** We host a lively celebration.
- **Sukkot:** We decorate a Sukkah and organize a celebration for team members.
- **Day of Prayer:** We hold a special service to honor the occasion.
- **Blessing of Hands:** As part of Nurses Week and other health care professional weeks, the Pastoral Council visits different units and facilities to perform a blessing of the hands ceremony.
- **Ash Wednesday:** Our Pastoral Council members visit facilities to distribute ashes to team members. And on **Palm Sunday** and **Greek Easter**, we distribute palms.
- **Chinese Lunar New Year:** We usher in [Chinese Lunar New Year](#) with local celebrations and festivities, including participating in a parade in Queens, a networking event at the Feinstein Institute for Medical Research, and the traditional red envelope presentation with members of our leadership team.
- **Staff and Annual Memorial Services:** Each year, we honor our team members and our patients through a dedicated service.
- **Thanksgiving:** Celebrations around Northwell include Workforce Safety's annual Potluck where everyone brings in a dish and celebrates together on the day before Thanksgiving. They take the time to eat and focus on the team as a family – and each share and discuss what they are most thankful for that year. Our Senior Vice President and Chief People Officer, Joe Moscola, also sends a token of appreciation to all of his team members each year during the holiday season – ranging from myRecognition points to a Northwell branded blanket.
- **Hanukkah:** We have a Menorah lighting and celebration.

- **Christmas:** Our team members celebrate together in a variety of ways, including with tree lightings, decorations, cookie swaps, gift exchanges, charitable donations, and potlucks.
- **South Oaks Hospital's Festival of Lights:** South Oaks Hospital used 50,000 lights to create a magical winter wonderland for visitors.
- **Winter Wonderland:** Every December, the North Shore University Hospital team members transform the hospital's auditorium into a Winter Wonderland. Team members on all shifts are invited to attend with their families, take pictures with Santa, and enjoy holiday treats. Plus, crafts and face painting are available for children. In the Finance department, there's a friendly holiday decorating competition, and senior leadership picks the winner. The prize is a coveted parking space in the garage typically reserved for Directors and above.
- **Pumpkin Contest & Fall Festival:** Our annual pumpkin contests foster teamwork and competition among departments around Halloween and Day of the Dead. Pumpkins are displayed, and all members can vote for the best pumpkin. We then display some of the pumpkins in the children's hospital. During the events, several sites hold fall festivals with games, snacks, and drinks.
- **Mid-Autumn Festival:** The modern-day celebration of the [Mid-Autumn Festival](#) shares many of the same principles as Thanksgiving — that of family gathering and giving thanks. It was celebrated first at the Feinstein Institute and has grown to include several sites within the health system.

### **CELEBRATING OUT OF THE OFFICE**

Although we are a large health care company, we act like a large family, hosting several events outside the walls of our facilities, such as barbecues and sporting events. These events give our team members a chance to mingle and enjoy each other's company outside of work. Families and friends are also often invited to attend and experience first-hand the culture of teamwork at Northwell Health.

- **(NEW) Side by Side / Memorial Day Weekend:** As the second largest provider of veterans' health care in New York state, after the VA, we make essential health and wellness programs more accessible to veterans in our communities. We also proudly employ hundreds of military veterans and continue to make it a priority to hire qualified veterans, National Guard members, reservists, and military spouses.

This year, we created a first-of-its-kind event to honor military servicemen and servicewomen. Side by Side: A Celebration of Service took place in Manhattan on the Saturday of Memorial Day weekend. A fun-filled day of musical performances, military exhibits, and inspirational conversation, the event was designed to celebrate the service and sacrifice of our veterans. That evening, multi-platinum pop-rock band Imagine Dragons played Radio City Music Hall, with ticket sale proceeds and corporate sponsorship funding directly benefiting our programs and

services for veterans. All Northwell Health employees had an exclusive opportunity to purchase discounted (10% off) presale tickets to the Imagine Dragons concert at Radio City, and we presented more than 700 team members and their families with free tickets to the afternoon sessions as a form of recognition.

- **Northwell Rally:** The Northwell Rally is our epic annual event to inspire our people and ensure alignment with organizational goals and priorities. It's a unifying force for our team, energizing the entire organization. Year after year, the Rally provides leaders and team members a chance to hear from the senior executives across the organization, including President and CEO Michael Dowling, about what makes Northwell Health such a great place to work, as well as from inspiring speakers such as astronauts Mark and Scott Kelly. Last year, we maxed out the venue with 10,000 team members who were chosen to attend to represent their teams, plus President's Awards finalists, Service Awards recipients and Walk to Dublin finalists (our 2018 wellness challenge), who all came together at the Northwell Health at Jones Beach venue. Starting with a wellness version of a tailgate party, Wellgate kicked off the event with interactive exhibits, snacks and drinks. The Rally itself was jam-packed with speakers, music, innovations, team building and the amazing stories of the life-changing heroes all around us.

Leaders and team members had the opportunity to share everything that happened at the Rally with those "holding down the fort," through our Rally hub, a website packed with a Rally recap, exciting videos from our speakers and award winners, recipes from Wellgate, an overview of the hall of innovation projects and programs and more. In the spring of 2020 we will be hosting another Rally to bring our leadership team together to focus on some of our short term goals as an organization.

- **Sports Leagues:** In 2018, we introduced our very first coed softball league, encouraging team members to get to know their colleagues across the organization. Since then, we've added a volleyball league, and we're looking to add bowling and other sports.
- **The Cancer Institute and Cardiology group within Ambulatory** get together to try new experiences like **Escape the Room**, winery trips, team barbecues, and Zumba nights.
- **Northern Westchester Hospital** hosts an annual **Grand Prix racing event**, plus a mix of wellness and fun family events.
- At **Cohen Children's Medical Center**, it's a carnival! Covering all three shifts, **Carnival Day** includes basketball shootouts, air hockey, popcorn, and more to celebrate the hard work of the team.
- **(NEW) South Oaks Hospital** kicked off the start of spring with over 150 team members in a new event this year that included the sampling of spring foods, vegetable and flower seed giveaways, raffles, a yoga class, and free chair massages.

- **Zucker Hillside Hospital** celebrates **Diversity Month** (October), by providing desserts/candy from different regions and welcoming team member suggestions that represent their culture. In the summer, Zucker Hillside hosts **Music on the Greenspace**, featuring live music on the hospital greenspace and invite all team members to socialize and enjoy music, snacks, and lemonade.
- **Long Island Jewish Medical Center (LIJMC)**
  - **Annual Employee Appreciation Barbecue:** Each year, we celebrate our team members with an appreciation barbecue. This is the largest recognition event held at LIJMC and serves more than 7,000 employees, volunteers, and students across all shifts. This fun-filled event includes food, beverages, music, ice cream, games, and prizes.
  - **Annual Employee Children’s Holiday Party:** Our annual Children’s Holiday Party encourages team members to bring their children to participate in a holiday celebration at work. In 2018, the Children’s Holiday program was expanded to provide all full-time and part-time employees with 2,000 myRecognition points to redeem in a special holiday gifts catalog in the myRecognition rewards gallery.
  - **Summer Series Events:** Beginning in June, and running through Labor Day, LIJMC hosts a bi-weekly Summer Series event. The Summer-themed events are held on Friday afternoons in the Katz Women’s Garden to encourage people to get outside and enjoy the summer weather. Each event includes live music, food trucks, and giveaways. In 2018, evening summer series sessions were added to accommodate more team members.
  - **LIJMC Forest Hills’ Annual International Cultural Celebration & Pageant:** Each November, the lobby at Long Island Jewish Medical Center Forest Hills takes on an international flavor. Flags from around the world hang from the ceiling, music fills the air and aromas of homemade food spread through the hallways, as team members dress in clothing from their native countries.

*“LIJMC Forest Hills is located in one of the most diverse neighborhoods in our system. We thought a celebration such as this would make our night shift team members feel special and appreciated for the amazing care and compassion they provide to our communities,” —Miriam Chapman, Assistant Director of Nursing*

- **Staten Island University Hospital**
  - **Holiday Meals:** Served by leadership to team members on all shifts, the meals are served in a decorated cafeteria while festive music plays to create holiday spirit and foster camaraderie.

- **Breakfast with Santa:** Team members and their families are invited to join us as Santa gives out presents. There are costumed characters to entertain the children along with a DJ and dancing.
- **Tree Lighting:** All team members are invited to sing songs, enjoy hot chocolate and cookies as we light the tree to kick-off the holiday season together.

### **RECOGNIZING OUR SPECIAL OCCASIONS**

We celebrate all events and milestones in our people's lives — big and small. From work anniversaries to birthdays, we make sure each one of our team members feels special on their big days.

- All team members receive signed birthday cards from President and CEO Michael Dowling, and facilities host a monthly celebration with cake and fruit.
- **Service awards:** Beginning with the fifth year of service, and every five years after that, we honor our people with a gift of their choice. On the anniversary of one's 20th year of service, and then every five years after that, they are invited to attend a celebration.
- **President's Award Gala:** The President's Awards are a big deal for us. When the finalists are chosen, we create a storytelling campaign that features their achievements and share it across our internal and external channels. There are celebratory events for all finalists at a regional level where leaders put together a lunch or dinner to celebrate the finalists with their leaders and fellow team members. After the awards are given out at the Annual Board of Trustees Meeting, the winners, finalists and their families join us for a wonderful gala. (*Read more about the President's Awards in Section 6.29 – Thanking.*)
- **Patient's Choice Awards:** We love to hear from our patients and this award lets them nominate their favorite team member through our patient satisfaction survey. Once the scores are in, leaders surprise the honoree with a certificate and celebration at their site. The Awards are system-wide and team members at any of our 750 ambulatory sites and 23 hospitals are eligible. (*Read more about the Patients' Choice Awards in Section 6.29 – Thanking.*)
- **Marriage Leave:** Team members may take a leave up to three days, with pay, to celebrate a marriage.

### **SOCIAL MEDIA ROCKSTARS**

At Northwell Health, our people not only like to have fun and celebrate one another, but they also like to share accomplishments with the community. We regularly post shout-outs to team members on our Facebook and Instagram channels to recognize hard work, demonstrate support for local sports teams, and post pictures from events or inspirational moments throughout the day. We also encourage team members to share their pride themselves. It's contagious! The hashtags and comments are plentiful, always showing our pride. For example: *"Celebrate National EMS Week with us! Thank you to all EMTs,*



*paramedics, and first responders for their dedication to saving people's lives. No matter the time, day or night, they are ready for the call! #northwelllife #madeforthis #emsweek #emslife #siuh #StatenIsland"*

### **HONORING OUR PATIENTS, VOLUNTEERS, AND PARTNERS**

While we love to celebrate our colleagues, we also strive to celebrate our patients, volunteers, and partners. In February 2017, we had the sincere honor of celebrating North Shore University Hospital (NSUH) volunteer Arthur Seidman's 100<sup>th</sup> birthday, and he was recognized again at a recent Board of Trustees meeting for most service hours — just after his 102<sup>nd</sup> birthday!

A Northwell Health volunteer since 1995, Mr. Seidman spends at least 15 hours a week assisting patients and their families in the surgical waiting room at NSUH. He also provides comfort to patients at Northwell's Monro Cancer Center and serves on North Shore's auxiliary board (as chairman for the Tribute Fund and the car raffle).

Kicking off the festivities was NSUH Executive Director Alessandro Bellucci, MD, who presented the guest of honor with a gift certificate and read a proclamation from the local government.

*"I'm pleased to announce that Arthur holds the record for most time served as a volunteer," said Dr. Bellucci. "For that reason, and for everything he's done for this hospital, we are once again naming Arthur Seidman Volunteer of the Month. He is now the only person in our history to receive that designation twice."*

Beyond our volunteers, we love to celebrate with patients and their families because sometimes the best form of treatment is a smile. These moments are what our team members live for. They are here to change lives, and they often report that these moments — celebrating with patients — are the most meaningful parts of their days.

Whether one week, one day or one hour, when you have a team that believes in going above and beyond, you can't celebrate enough. We are thankful to work with this prestigious team, and we will always take every opportunity to show them.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.34: Sharing (Compensation)

What is your company's approach to financially compensating employees? In particular, we are interested in:

- **Methods used to determine levels of compensation**
  - **Unique or special forms of compensation (i.e. profit sharing, bonuses, employee ownership, etc.)**
  - **Policies and/or practices that promote a sense of equity between employees and managers.**
- 

As one of the largest health care employers in the northeast, Northwell Health is committed to offering our team members and their dependents a comprehensive Total Rewards package that is designed to attract, retain and reward the performance of our incredibly talented people. We take a systematic, data-driven approach to compensation to ensure it is consistent and competitive and aligned with market conditions.

As shared in our Annual Report, Northwell provides our people with more than \$1 billion in health, retirement, and other fringe benefits. With our generous Total Rewards package — including professional development and continuing education, medical coverage, and paid time-off — we are confident team members receive a level of compensation unmatched by similar nonprofit organizations.

#### **SYSTEM-WIDE, EQUITABLE PRACTICES FOR ALL**

At the highest level, our Compensation Department is committed to fair and equitable practices.

At Northwell, we have a pay equity strategy to address potential pay equity issues based on gender and race. “Pay equity” is not a new topic for Northwell. We define it as paying team members fairly, taking into account job-related factors, such as education, work experience, tenure, performance, etc.

When it comes to compensation analysis, Northwell’s goal has always been to ensure a fair pay structure and decision-making process through established and shared practices, including established pay ranges, compensation models, fair market value analysis, job structure review and other related processes used by our compensation, HR, and business development professionals and business leaders.

As a natural part of our continued drive towards Equity, Fairness, and Inclusion, we have been taking a “deeper dive” into pay equity across Northwell. We are using workforce analytics to develop predictive statistical models of compensation that account for individual, group and market factors that drive pay, isolate unexplained pay differences, and assess to what extent are unexplained pay differences associated with gender or race (e.g., regression analysis). In other words, we are measuring pay disparities and accounting for non-demographic factors (job-related factors that drive pay, like job responsibilities, education, or experience) to get insight into unexplained pay differences. These statistical models help us identify groups with pay disparities that require investigation and appropriate mitigation strategies (e.g., pay adjustments, process improvements, and compensation model changes).

At Northwell, we understand the strategic importance of a proactive pay equity approach and the moral and business imperatives.

- It's the right thing to do and embodies our belief in Fairness
- It drives engagement, and is central to our values and our Culture of C.A.R.E.
- We recognize the effects on hiring, employee development, performance, retention and diversity

We also recognize that our pay equity efforts are not just about a potential one-time pay adjustment, but rather strategic talent management. With that in mind, we continue to examine processes and programs to address systemic sources regarding equity and advancement opportunities including hiring/starting salary, part-time considerations, promotion/succession planning, selection for leadership positions, performance assessments, flexible work arrangements, transparency of open positions, leave policies, unconscious bias, leadership and professional development opportunities and mentoring and sponsorship programs.

On an annual basis, we work with external firms to collect and analyze market data from across the industry to ensure we are competitive. We review physician pay plans for competitiveness and regulatory compliance by the Physician Compensation and Contracting team. Executive pay is reviewed by the Executive Compensation team who partners with third party compensation firms to ensure equity and competitiveness. In addition, the Compensation Committee of the Board of Trustees reviews executive compensation at their quarterly meetings.

We review pay plans annually. On occasion, if we are made aware of a salary issue relative to the market, off-cycle adjustments may be made. Additionally, we regularly partner with our labor colleagues on union contracts and labor negotiations and are actively involved to make sure we align each category as needed. Non-union employees hear about compensation changes directly from their managers, and we are looking into formalizing merit award communications to increase transparency.

### **PAY FOR PERFORMANCE**

Across the organization, Northwell Health uses a pay-for-performance management model to ensure team members are rewarded based on their performance and individual contributions to the organization. Our performance review provides an opportunity to assess an individual's performance with his/her manager and identify goals and challenges using an open dialogue approach. At this time, managers can make changes to a base rate or in some cases, if a team member is over the maximum range, offer a lump sum payment. The intent is to reward team members while continuing to keep salaries aligned with the designated range.

Executives are eligible to participate in an annual incentive program that rewards them for the achievement of Northwell Health's and their site's performance against financial, quality, patient experience, and efficiency goals.

Other groups within the system have specialized pay programs that suit their role. For example, we offer a system-wide Clinical Nursing Ladder, which provides upward mobility to the clinical nurse by allowing them to demonstrate, and be compensated for, their growth in clinical practice and leadership over a series of levels.

In addition, various incentive compensation plans are offered to team members throughout the organization to support and reward achievement of the organization's strategic business objectives.

## **HEALTH & WELLNESS**

As discussed in Section 6.31 – Caring, Northwell Health offers three medical plans with all plans covering team members at 100% for in-system/in-network qualified preventive care visits. 2019 medical choices include:

- **Northwell Health Value Plan:** Designed for those who utilize in-system providers and Northwell Health facilities, but would like access to out-of-network care. When using the in-system network, team members will never pay more than a \$20 copay for primary care visits, or \$40 for a specialist, with access to over 10,000 providers and locations across our service area. Additionally, team members have access to GoHealth, ProHealth, PM Pediatrics, and CareMount urgent care centers for a low copay of \$20.
- **Northwell Health Buy-Up Plan:** Designed for those who do not exclusively use in-system services. If team members frequently seek care outside the Northwell Health network, they will pay a lower deductible and coinsurance compared to the Value Plan but will pay more via paycheck deductions. Like the Value Plan, when using the in-system network, team members will never pay more than a \$20 copay for primary care visits, or \$40 for a specialist, with access to over 10,000 providers and locations across our service area. Additionally, team members have access to GoHealth, ProHealth, PM Pediatrics, and CareMount urgent care centers for a low copay of \$20.
- **Northwell Health High Deductible Plan and Health Savings Account:** A high deductible health plan coupled with a health savings account (HSA), which is a triple-tax-advantaged medical savings account. Team members can put aside up to \$3,000 in pre-tax money if electing single coverage and \$6,000 in pre-tax money if electing family coverage. These are per paycheck deductions, and team members can change contributions monthly. To help offset the deductible Northwell will also fund HSA accounts at \$500 for single and \$1,000 for family coverage.

For our non-union population, Northwell Health pays more than 85% of the medical cost.

Team members have the option to complete four wellness actions (which includes a required Health Survey, called Rally, via United Healthcare) in exchange for paycheck credits totaling \$1,040 (\$260 for each action). Wellness actions include:

- Physician Wellness Action: Your annual physical
- Dental Exam Action: Exam or cleaning
- Vision Exam Action: Eye exam by a licensed provider
- Breast Cancer Screening Action: Mammogram
- Skin Cancer Screening Action: Full body skin check
- Colorectal Cancer Screening Action: Colonoscopy
- Cervical Cancer Screening Action: Pap smear
- Health Survey Covered Spouse Action: A covered spouse can complete
- Financial Wellness Video Action: View a ten-minute video in its entirety on [Northwell.edu/myRetirement](http://Northwell.edu/myRetirement)
- Feinstein GAP Registry Action: Sign up to participate in a Clinical Research Trial

### **TUITION REIMBURSEMENT**

As discussed in Section 6.31 – Caring, we recognize that staff development through continued education is an integral component of personal and professional growth. By providing a \$5,000 annual benefit, our Tuition Reimbursement Program encourages team members to pursue job-related programs of study that will help them maintain, enhance, and improve the skills and competencies required by their jobs. In 2018, we provided team members with **\$26 million in tuition reimbursement**.

New this year, myTuition is a platform through mySelfService for team members and their administrators to request and process tuition reimbursement requests. It has a new and improved workflow and real-time updates, allowing for a much smoother approval process.

### **COMMUTER BENEFIT, CONCERTS, DISCOUNTS AND MORE**

We offer a Commuter Transit Account, a pre-tax benefit account used to pay for public transit — including train, subway, bus, and ferry — as part of our team members’ daily commute to and from work. The monthly limit for parking, transit, and vanpooling is \$265, and the deduction can be set up through an employee’s WageWorks account.

Northwell Health has been working with commute alternative programs since July 2007 to offer our team member’s services that enable them to drive alone to work less, mitigate parking issues and provide new commute options while reducing Northwell’s total carbon footprint. Programs include, but are not limited to:

- **Ridematch:** carpool matching for commutes
- **NuRide:** online ridesharing network with rewards
- **Guaranteed Ride Program:** an emergency “safety net” program for team members that rideshare
- **Vanpool program:** offers commuter a choice of 7, 12 and 15 passenger vans

In addition to the programs mentioned above, we provide life insurance, disability insurance, and other standard benefits.

Finally, we offer perks such as concert tickets to our Jones Beach Theater, Broadway discounts and even cell phone deals. Through Working Advantage, team members can access other valuable discounts for shopping, internet services, mobile, wellness, and more.

In our quest to define the health care industry of the future, we believe it's important to reward our team members fairly and to provide them with support to pursue career goals and a healthy, fulfilling life.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020

### Question 6.35: Sharing (Giving Back)

Please briefly describe your organization's philanthropic, environmental, or other corporate social responsibility initiatives, focusing on how employees participate in and/or derive value from these efforts?

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*"At Northwell Health, we recognize a profound sense of responsibility to contribute in every way possible to the health and well-being of the communities we serve, not only through providing the best quality health care but also by employing sound environmental business practices and programs."* —Michael Dowling, President and CEO

For our 70,000 team members and 5,000 volunteers, the goal every day is keeping people healthy. We achieve remarkable things in our hospitals and medical facilities. But we know that robust health does not start and stop on hospital floors — it extends to the communities where we live and work.

At Northwell Health, we're committed to helping our communities adopt healthier, sustainable habits through consistent communication, education, and prevention. We also believe in practicing what we preach, and we strive to serve as a role model with active environmental stewardship and by engaging team members in our social and community efforts. And by the simple fact of working for a non-profit, our people are engaged in philanthropic work in countless ways.

Our team members are proud of our commitment to social responsibility. Many pursue their own philanthropic efforts outside of work, and team members enthusiastically support volunteering and fundraising activities.

For us, giving back is our responsibility as caregivers and as community members. It is who we are. It is what we're made for.

### **OUR UNWAVERING COMMITMENT TO OUR COMMUNITIES**

Northwell Health strives to improve the health and quality of life of the people and communities we serve. We **contribute more than \$1.3 billion in community benefit programs and services, representing approximately 11.96% of our total operating expenses.** We serve as a model of healthy behavior and have developed programs that are intentionally designed to improve health in communities and increase access to health care services and careers. To fulfill our mission and meet our charitable purpose, we participate in more than 11,900 community health programs. Below are a few highlights from our social responsibility programs spanning community support, sustainability, and volunteerism.

### **Giving Back in the Workplace: Northwell Health Foundation Initiatives**

The Northwell Health Foundation administers our philanthropic programs and activities. We are proud that our team values "social entrepreneurship" and works to identify opportunities that enable team members to feel engaged and make a difference in their communities. While we regularly host an array of fundraisers, some of our most significant initiatives include:

- **(NEW) Outpacing the Impossible:** This is Northwell Health’s comprehensive fundraising campaign that aims to raise \$1 billion to support facilities and programs, helping to fund our promise to the communities we serve. Through *What matters most*, our employee giving program, team members can support the campaign either through payroll deduction, a one-time gift, contributing myRecognition points, or fundraising events like the Northwell Health Walk. In 2018 alone, employees donated \$1 million. In total, the initiative has raised more than \$500 million to date.
- **(NEW) Northwell Health in New York City Gala:** As part of the “Outpacing the Impossible” campaign, we raised an incredible \$4.2 million at a [gala](#) held at the Metropolitan Museum of Art in November 2018. The event, called the “Constellation Gala,” aims to provide our Manhattan communities with greater access to health care by advancing programs at Lenox Hill Hospital; Manhattan Eye, Ear and Throat Hospital; and Lenox Hill Greenwich Village.

*“The extraordinary support of our donors will help us to fuel continued advances and expansion to better serve people in Manhattan and in communities across our region.”* —Michael Dowling, Northwell Health’s President and CEO

- **Northwell Health Walk:** Open to the community, this walk is our signature fundraising event for the Northwell Health Foundation, and thousands of people lace up their shoes each year to take part. Northwell Health team members love to get involved, with many units creating teams, walking together, and showcasing their spirit by posting hundreds of photos across social media. Since its start, the Walk has raised nearly \$3.3 million across four locations, each benefitting a specific Northwell Health site and medical focus.

Claims Manager Melody Mahla explained why the opportunity to join the Northwell Health Walk was so important: *“At 20 weeks pregnant, I learned that my baby may have a potential heart irregularity. A few weeks later, my son had his first echocardiogram in utero. Because of my experience, learning that fundraising would go toward the purchase of the latest-generation echocardiogram machine was particularly meaningful to me.”*

The Northwell Health Foundation also hosts additional fundraising events throughout the year to benefit our hospitals and sites — and, ultimately, our communities. Activities range from sporting events — golf and tennis classics — to black-tie galas, and every event is designed to allow community members to spend time with Northwell Health team members outside of the hospital setting. For example, in April, the Auxiliary of Lenox Hill Hospital held its Annual Benefit called Matters of the Heart: The Food & Heart Connection. Guests entered a Food Network-inspired ballroom, enjoyed live cooking demonstrations as well as delicious heart-healthy food. Proceeds from the Annual Benefit provide continuing support for Auxiliary programs at Northwell Health’s Manhattan campuses.



Other events include:

- **(NEW) Northern Westchester Hospital Night of Comedy:** On April 27, 2019, nine amateur comics from the Northwell community shared their comedic insights on all things health and wellness related, offering unique perspectives and laugh-out-loud anecdotes. All proceeds from the event support the hospital's school-based health education programs provided to more than 10,000 students.
- **(UPDATED) Harlem Grown:** We have a strong relationship with our Community Partner, Harlem Grown, through our roof garden, called Victory Greens, at Lenox Hill Hospital. Now in its sixth growing season, the garden not only provides fresh herbs and fruit used in patient meals, but it provides a real partnership for the teens from Harlem Grown that goes beyond gardening. One of our team members, Joshua Strugatz, Vice President of Manhattan Redevelopment, is currently on the board and has led multiple groups of Lenox Hill Hospital team members on volunteer outings at one of their urban farms, further growing our partnership with this group.

*"Personally, Victory Greens has had a profound impact on my life. Through the garden, I've been able to connect with colleagues I never would have met. I've had the opportunity to make a deep commitment to the community around us, as well as to make a sincere pledge to help preserve the environment. I've taken an active role in GreenBERG, Northwell Health's Business Employee Resource Group focused on environmentally conscientious initiatives."* —Pamela Johnson, Project Manager Hospital Administration, Lenox Hill Hospital

### **Giving Back in the Workplace: Employee-Led Initiatives**

Our team members participate in many of our giving initiatives and are the driving force behind our ability to do so much for so many — and they always want to do more. We only have room to mention a few of their fantastic initiatives:

**Donate Life Employee Network:** This group inspires others to give the gift of life through organ, tissue, and eye donation. Nationally, patients wait one to two years for an organ donation. In New York, that wait extends to three to five years. The network includes members like Diego Acero, Transplant Coordinator and Donate Life Ambassador, who acted as a living kidney donor for his sister-in-law, whose kidney function was very low and who was moving closer to needing dialysis. Both Diego and his sister-in-law are now thriving. *"This experience has been one of the toughest situations my family and I have had to endure. But my experience as a patient has helped me become a more compassionate and empathetic health care provider."* —Diego Acero

### **(Updated) Medical Missions and Donations**

The people who work at Northwell Health are compassionate health care providers — and that doesn't stop at home. We support nearly 200 employees who go above and beyond to help with the recovery from natural disasters and war around the globe, to doctors who help children in the developing world. One such example is Nina Ng, Assistant Director of Nursing at Northwell Health Syosset Hospital. Nina

traveled to Mosul, Iraq, as part of a team of humanitarians caring for trauma victims. Through the work that she and her colleagues carried out, she faced horrors unimaginable to most of us. Nina was honored as an Inspiring Global Nurse at the International Nurses Day Event at the United Nations on May 10, and we couldn't be more proud.

*“My previous work as an emergency room nurse and hospital administrator provided me with tools to apply in this difficult setting. I was able to use my critical thinking skills and clinical judgment to facilitate the movement of patients in the pre-hospital setting and tapped into my management hat to interview, hire, and manage staff in Iraq.”* —Nina Ng, Assistant Director of Nursing at Northwell Health Syosset Hospital

In another example, two Northwell neurologists participated in the sixth Panama Epilepsy Surgery Mission at the Hospital de Niños de Panama. They treated children with intractable epilepsy who otherwise never would have the possibility of receiving surgery. The team performed 12 surgeries on children aged 4-15 during the five-day mission in March.

*“I was born and grew up in Panama. It is so rewarding to be able to come back every year to help children with severe epilepsy who have no other treatment options. Many of these families are very poor and live in remote areas, which makes their treatment very difficult. We also met some of the children and parents who were operated on years ago. Most are finishing school and are able to live normal lives. This is the most rewarding part of what we do every day.”* —Dr. Ruben Kuzniecky, Vice Chairman of Academic Affairs and Neurologist (specializing in epilepsy)

Last year, team members from Long Island Jewish Medical Center participated in the Northwell-UIO 2018 Medical Mission to Ecuador. A Northwell-sponsored team of twenty physicians, nurses, executives, and community volunteers partnered with Hospital Padre Carollo, Fundacion Tierra Nueva, and the Ecuadorian Ministry of Public Health, to provide surgical services to the indigent and underserved of Quito, Ecuador.

Northwell physicians also provided didactic and practical training for Ecuadorian residents and medical students. The team performed more than 45 surgeries, including 26 hernia cases and 20 craniofacial cleft cases.

### **Giving Back in the Workplace: Disaster Preparedness**

In the fall of 2017, Hurricane Harvey devastated the Houston area, dropping 27 trillion gallons of rain on Texas and Louisiana and causing more than \$75 billion in losses. However, nothing is more devastating than loss of life and the struggle to care for those who need medical help. More than 600 Northwell team members responded to a call for volunteers in less than 48 hours. [We dispatched 120 clinicians in total](#), deploying teams of 40 over a three-week period.

All too soon after Harvey, the Northwell Health team jumped into action again. After Puerto Rico was hit by two hurricanes — Irma and Maria —more than half of the hospitals on the island were left less than

fully operational, [Northwell Health team members stepped up](#) to help. In response to New York Governor Andrew Cuomo's request to provide medical support to residents of Puerto Rico, Nursing Leadership, Human Resources, the Emergency Management Team and Employee Health Services came together again to identify, select and prepare a group of 27 Northwell Health team members for deployment. This group, made up of physicians, nurses, EMTs, paramedics, and respiratory therapists, joined a coalition of medical personnel brought together by the Greater New York Hospital Association and other health care organizations to provide relief to the ravaged island.

One Northwell Health team member's help went beyond volunteering. Katrina Aronoff, a Chief Radiation Therapist at Phelps Hospital as well as a United States Coast Guard Reservist, received [the Coast Guard Commendation Medal for Outstanding Achievement](#). The award recognizes heroic service to others, and she received the commendation for actions performed while she served with the Coast Guard in Puerto Rico during Hurricane Maria. We're proud to have her on our team!

### **Giving Back in the Workplace: Medical Donations**

So that none of our medical supplies go to waste, we have engaged a vendor to take our unused supplies in the operating rooms and reprocess them for redistribution in underserved nations. A partnership between Northwell and MedShare has successfully diverted surplus materials to developing countries that have a desperate need for medical supplies. Since 2011, MedShare has received 11,341 pounds of assorted medical supplies, 341 beds, 148 mattresses, 440 IV poles and 546 pumps from the health system. Among recent shipments, medical donations from Northwell were shipped to South Sudan, Haiti, and Bangladesh.

In response to Hurricane Maria, Northwell Health provided \$750,000 toward the effort and shipped 60,000 pounds of supplies and personal hygiene products that were donated by the health system's team members, which was then distributed by [MedShare](#). Again, President and CEO Michael Dowling was thankful for his amazing team saying at the time, *"Our team members' response to this call for help was extraordinary. Just like they do every day in responding to the needs of their patients, our team members demonstrated incredible caring and commitment to helping the people of Puerto Rico recover from one of the worst natural disasters in its history."*

### **(NEW) Giving Back in the Workplace: Corporate Social Responsibility**

Throughout the year there are numerous ways that we listen to our team members. Through one of these listening events we heard our employees say they want more ways to give back to our communities, showing that these are people who are continuously looking for ways to care for others. By acknowledging our responsibility as a large health care organization, and understanding the importance of this work, we are now forming our Corporate Social Responsibility team who will work to put the people and our planet first by operating in a way that is socially, environmentally, and economically responsible. We are currently in contract with a vendor to begin building our focus areas for 2020. While we've been waiting for the contract to be finalized, we began working with our legal team to put together our first CSR initiative – paid time off for medical missions. In the coming weeks, this will be finalized and now hundreds of Northwell team members who volunteer for medical missions on a yearly

basis will feel the support of Northwell. We're proud to begin this important work to support our team members, our communities, and our environment.

## **STRENGTHENING OUR COMMUNITIES**

More than 11 million people live in the communities we serve, and we are committed to improving the health and wellness of every one of them. We know that, in many cases, the strongest predictors of health and well-being fall outside of the health care setting, often starting at home, at school, at work, or on the playground.

### **Community Health Programs**

Whether meeting the needs of new parents or helping seniors stay active, Northwell Health offers a variety of free, comprehensive health education programs, often in partnership with leading health and wellness organizations. Our Office of Community and Public Health (OCPH) oversees all of our community benefit initiatives, such as community health and engagement, women's health and health literacy, all with the ultimate goal of raising awareness and improving disease and accident prevention. They identify needs and create or support these services and programs that help underserved or vulnerable members of the community. All of these programs, collectively designed to strengthen our communities, are run by Northwell team members, creating countless opportunities for our people to volunteer in our communities in ways big and small. Examples include:

- **The Dolan Family Health Care Center (DFHC):** Allied with the Huntington Hospital, the mission of the DFHC is to provide high quality, comprehensive primary care to the medically underserved community and serve as the entry point into the health care system for individuals and families. The practice is the only Joint Commission-certified ambulatory practice in the health system, and a patient-centered medical home recognized by NCQA as a Center of Excellence in Diabetic care.
- **Hubert Home:** Long Island Jewish Medical Center team members in the Emergency Department, Ambulatory Care Unit, Laboratory, and OB/GYN Service Lines joined together to renovate the Hubert Home. The five-bedroom Hubert Home was purchased by MOMMA's House Charity for single mothers who are 18-24 years old and their children. Nursing and physician teams worked on renovating the entire home, and many team members donated money towards furnishing the home, raising over \$25,000.
- **Childbirth and parenting education:** We offer a variety of free classes for expectant mothers and families to help plan and prepare for childbirth and the care of a new baby. Our interactive classes provide essential information and teach valuable childcare skills. All classes are taught by certified educators who specialize in maternal/infant care and volunteer their time to teach and answer any questions and concerns.
- **Child safety:** Northwell Health is a member of the Safe Kids USA organization based in Washington, DC. The mission of New York State Safe Kids is to reduce the number one cause of

injuries and deaths in children 14 years and under: accidents. Safe Kids provides free education to adults and children to reduce their risk of pedestrian/motor vehicle accidents, falls, poisoning, fire/burn injuries and to improve their awareness of bicycle/sports safety — the five leading risk areas to children in New York State. We also have child seat fitting events to make sure parents know how to install them correctly.

- **CPR and first aid training:** We believe CPR can truly save lives, so we offer courses sponsored by the American Heart Association for the public and health care professionals. Last year, Northwell President and CEO Michael Dowling completed this training, encouraging others and highlighting the importance of being certified.
- **Fall and injury prevention:** Each year, one out of three seniors suffers moderate-to-severe injuries, leading to nursing home placement. Many falls, however, are preventable. Taking simple steps to prevent falls can help people stay active and maintain independence. Through Stepping On, our free, evidence-based falls prevention program, Northwell Health employee volunteers help independent older adults manage their fall risk, addressing balance and strength, home safety, community mobility, vision, medication and coping after a fall.
- **Chronic Disease Management:** Northwell Health collaborates with the New York City Department of Health in the Partnership for a Healthier NYC to significantly reduce chronic disease in New York City. Our various support programs help people choose healthier lifestyles. Northwell Health is also a licensed provider of Living Healthy, the Stanford University Chronic Disease Self-Management Program, designed to help people with chronic health issues develop self-confidence in their ability to manage their health and maintain active and fulfilling lives.
- **Smoking cessation programs:** Smoking remains the leading preventable cause of death and disease in the U.S. Our Center for Tobacco Control (CTC) provides free, evidence-based tobacco cessation and preventive services to community members, including schools and civic associations, as well as team members. We also offer tobacco dependence treatment education to health care providers. To date, more than 29,000 children and adults attended health fairs, classroom presentations, expos, and other events.

#### **A TRUSTED SOURCE: PROVIDING RELIABLE HEALTH INFORMATION**

With one search of symptoms, it's easy to see how much misinformation is available to members of our community. To combat this issue and provide a reliable, accurate source for health and wellness information, we've created [The Well](#), a website with curated and credible health-related editorial content. We launched The Well in early 2018, and it's helped us reach our community in brand new ways including compelling first-person narratives, underreported stories on underserved communities, and community and industry voices, all in a beautiful site featuring original photography and informative graphics.

## **PROVIDING FREE PREVENTATIVE SERVICES TO OUR COMMUNITIES**

Preventive health care is an investment in the health and future of our communities. We believe it's critical to helping people live longer, healthier lives, and keeping health care costs down. Northwell Health offers an array of free preventive services, including screenings, immunizations and counseling, as well as medications for disease prevention, procedures for early disease detection and education to help people make effective health decisions.

In the past few years, Northwell Health provided over 24,000 free health screenings and immunizations to community members. Highlights include:

- **Health screenings:** Throughout the year, we provide free health screenings for the community at Northwell Health hospitals, worksites, health fairs and community settings, including heart screenings, prostate cancer screenings (PSA), skin cancer screenings, and head and neck cancer screenings.
- **Health care for children and teens:** To reduce the number of children who drop out of school due to unresolved mental health or medical problems, Northwell Health provides free health care at schools in Queens and on Staten Island. Additionally, our Pediatric Dental Department provides free services to more than 1,500 pre-K through second-grade children through the Give Kids a Smile program.
- **Northwell Health's House Calls Program:** This program provides home-based care and advanced illness management for frail, chronically ill patients who have difficulty getting to the doctor's office. Clinicians make visits during the week and are available nights and weekends to answer questions from patients and caregivers or to arrange urgent services.

## **MENTAL HEALTH AND ABUSE**

Through Northwell Health's specialty care hospitals, Zucker Hillside and South Oaks, we offer comprehensive behavioral health services and programs for all ages, to address mental and physical health issues. Highlights of our programs and partnerships include:

- **(NEW) Human Trafficking Response Program:** We formed our Human Trafficking Response Program in May 2017, starting at Huntington Hospital on Long Island. It has since begun training people at Lenox Hill Hospital in Manhattan and Phelps Hospital in Sleepy Hollow. About 2,000 employees have been trained, and Huntington Hospital has intervened in nine cases of human trafficking so far.
- **Northwell Health's Vocational and Career Counseling Programs:** These programs provide guidance and transitional services for psychiatrically disabled individuals, to build skills that help them to re-enter the workforce.

- **Queens Child Advocacy Center:** We work with the center to provide immediate delivery of medical treatment services for children who are victims of sexual or physical abuse. By caring for children in a sensitive, kind, and respectful way, the program aims to protect victimized children from further abuse, minimize ongoing trauma and provide comprehensive rehabilitation services.
- **Sexual Assault Nurse Examiner Program (SANE):** SANE is a collaborative community effort that provides sexual assault victims with sensitive, confidential, and supportive on-premises care 24/7. Located in private, discreet areas in Northwell Health Emergency Departments, the SANE program deploys specially trained staff to provide medical treatment, emotional support, and information.
- **First inpatient perinatal psychiatric unit in New York City:** At Zucker Hillside Hospital, we treat women living with perinatal or postpartum depression, anxiety, or mood disorders. Postpartum depression, despite its potentially devastating consequences, remains under-diagnosed and undertreated: This 20-bed unit is only the third of its kind in the U.S.
- **The Rosen Family Wellness Center for Military Veterans and Their Families and The Mildred and Frank Feinberg Division of the Unified Behavioral Health Center for Military Veterans and Their Families:** These centers help military personnel, veterans and their families reintegrate into the community.
- **N-ABLE BERG:** Our business resource group (BERG) holds quarterly educational meetings with mental health patients to share their experience as well as disability benefit and entitlement education.

### **PROMOTING HEALTH EQUITY**

Equal access to quality health care is a core value for Northwell Health. At the same time, we recognize that inequities exist based on factors such as poverty, income, race, ethnicity, culture, education, disability, geographic location, gender, and sexual orientation. To try to level the playing field, we created the Diversity, Inclusion, and Health Literacy (DIHL) division within the Office of Community and Public Health. DIHL, as described in Section 6.32 – Caring (Diversity & Inclusion), drives Northwell Health's mission to promote, sustain, and advance an environment that supports equity, diversity, health literacy and community. We offer a range of free services and programs to reach all patients and their families. A few examples are included below.

### **Women's Health**

One of the many areas of health we focus on is women's health and well-being. Our mission to reach underserved women includes three major efforts:

- **Family Planning Program:** Comprehensive sexual and reproductive health care for uninsured and underinsured women, including HIV testing.

- **Prenatal Program:** Medical and psychosocial services through pregnancy, delivery, and postpartum, available to uninsured women (including those without proof of citizenship). The program also offers education about breastfeeding, sibling support, and labor and delivery.
- **The Women, Infants, and Children (WIC) Program:** Nutrition education, counseling, and guidance for pregnant women and new mothers, nutrition and health services for babies and children from birth to age 5, and referrals to food assistance programs and other services, including dental care. At Lenox Hill, this care extends to ensuring that expectant mothers can vote by having the team assist with absentee ballot drop-offs!

**(UPDATED)** Additionally, within our system, the **Katz Institute for Women’s Health (KIWH)** strives to improve the health of women across their lifespan through exemplary clinical practice, research, education, community engagement and commitment to health care equality. The most recent Katz Institute luncheon and fashion show raised more than \$900,000 for critical women’s health programming.

In 2016, Long Island Jewish Medical Center (LIJMC) received the Community Impact and Innovation Award from Susan G. Komen Greater New York City for addressing breast health disparities among African American and Hispanic women in Queens through its Cancer Community Connection Program.

At LIJMC, our Director of Public Health Initiatives is solely focused on expanding the scope of our community outreach programs and increasing the health and well-being of our neighbors. The community that LIJMC serves is one of the most vulnerable and marginalized populations, and they face some of the highest health disparities and health inequities in our region.

#### **From the Community for the Community, A Health Worker Training Program**

Health outcomes are improved when patients and families are effectively engaged and activated through meaningful relationships with health care workers from their communities. To meet these needs, Northwell Health with philanthropic support from JPMorgan established “From the Community, For the Community” (FTC2), a health care workforce development program that recruits and trains GED or high school graduates who are underemployed or unemployed from communities with health disparities, and connects them with entry-level health care and social service positions as Community Health Workers (CHW). These positions have opportunities for career advancement and offer low-income families a pathway towards long-term economic dignity and security while addressing the deeply rooted social determinants of health of patients.

#### **Evaluation of Underserved Children**

Northwell Health’s Center for Attention and Learning (CAL) houses a unique educational evaluation program devoted to underserved children with learning disabilities. It is designed to help these children receive the assistance they need to lead productive and fulfilling lives. The only program of its kind within the five boroughs, CAL provides comprehensive neuropsychological evaluations, educational advocacy, follow-up, parental guidance, and integrated agency involvement.



## **PARTNERING TO MAXIMIZE OUR IMPACT**

While we put tremendous effort into improving access to care, we know we cannot do it alone.

Therefore, we've partnered with incredible organizations to take our support to the next level. Select partnerships include:

- **(NEW) Partnership in Nassau County to help overdose victims:** This April, Nassau County District Attorney Madeline Singas announced a new partnership between her office, Northwell Health, Nassau University Medical Center and Maryhaven's New Hope Crisis Center. Our goal is to help close the "treatment gap" by immediately getting opioid overdose patients from the emergency room into a treatment program.
- **Spinney Hill Community Coalition:** Located in Great Neck, NY, Spinney Hill is home to a diverse community of mainly low- to middle-income individuals and families. In partnership with the Spinney Hill community, the Office of Community and Public Health (OCPH) established a coalition of civic, community, legislative and faith-based leaders to formalize a plan to inform, enable, empower and incentivize people to make behavioral changes for a healthier lifestyle.
- **National Center for Suburban Studies at Hofstra University:** The OCPH works with the Center to support its annual celebration of Suburban Diversity, which brings together Long Islanders from different cultures, gay and lesbian communities and individuals with disabilities. The program recognizes the idea — and ideal — that we can be stronger if we come together to appreciate our differences, as well as celebrating the things we share in common.
- **Partnership with Long Island Regional Adult Education Network (LI-RAEN):** This network serves 77 adult literacy centers throughout Nassau and Suffolk counties and works closely with other public service agencies addressing emerging, transitional and incumbent workers' literacy needs. "The ABCs of Good Health" courses for the LI-RAEN adult education programs includes lessons on how to live a healthier life and communicate effectively with doctors. Diversity, Inclusion, and Health Literacy (DIHL) staff also provide LI-RAEN educators with effective communications tips that can be used in their lessons.

## **ENVIRONMENTAL STEWARDSHIP**

We believe community health is underpinned by a strong commitment to the environment. We're committed to reducing our environmental footprint while continuing to help people live healthy lives. We've made significant strides in our green practices, including recycling materials and construction debris, reducing our energy and water use and investing in sustainable technologies in heating, cooling, transportation, and lighting. Our green goals include:

- Reduce the use of natural resources and protect and enhance the environment
- Reflect and support the diversity of the communities in which we live and work
- Support the rights of all people to live healthy lives by increasing health, economic and social equality

- Harness the energy and commitment of Northwell Health team members by engaging them in initiatives that help build a culture of sustainability and social responsibility (SSR)

These guiding principles are important, but so are our actions, which is why we also track our impact.

**Reducing our carbon footprint:** In 2010, Northwell joined the U.S. Environmental Protection Agency’s Energy Star Partnership Program, making public our dedication to achieving healthier operations and reducing our carbon footprint. As part of the development of our SSR strategy, we organized an expanded, multi-year survey of our energy usage and overall carbon impact to measure progress against our goal of reducing our carbon footprint by 20% by 2020.

**Green facilities, energy, and water usage:** Our SSR initiatives have a strong focus on “green” facilities and reduction in the use of natural resources. In 2016, we announced New York City’s first hospital rooftop garden, “[Victory Greens](#)” at Lenox Hill Hospital. Today, we have nine hospital gardens, including one hydroponic and one urban rooftop garden, with thousands of pounds of fresh produce and herbs harvested summer through fall and used in cafeteria meals for team members. Team members also volunteer to support garden maintenance: weeding, cultivation, and harvesting.

*“After a hard shift or a long day, the garden offers team members a place of solace, rest and fresh air, which is important after working inside all day or night,”* said Pamela Johnson, Project Manager Hospital Administration, Lenox Hill Hospital. *“The rooftop garden also presents a wonderful opportunity to meet fellow team members, many of whom would otherwise never come into contact with one another.”*

**LEED®-certified buildings:** Northwell Health is committed to pursuing **U.S. Green Building Council (USGBC)** LEED® certification in our new building construction and major renovations, and seeks innovation in sustainable design, green building materials, and energy-efficient systems. Currently, more than 40 building and renovations projects have been registered for certification.

**Sustainability in transportation and distribution:** We’re committed to finding an effective path to reducing vehicle miles traveled. In April of 2016, Lenox Hill Hospital partnered with the New York City Council to unveil New York City’s first hospital-based environmentally friendly ambulance designed to function without engine idle, significantly decreasing emissions and air pollution. We also own two Compressed Natural Gas (CNG) ambulances.

**Waste management: reduction and recycling:** We have recycling bins at hospitals and prioritize waste reduction, and some of our other initiatives include:

- **Drug Take-Back Days:** Since 2010, Northwell Health has partnered with the **U.S. Drug Enforcement Administration** to take back more than 1,300 pounds of unused or expired medications.

- **Bio-digesters:** A state-of-the-art food bio-digester, lovingly named “Chester,” was installed at Lenox Hill Hospital in 2011. Chester helps Lenox Hill divert 1,200 pounds of food waste from landfills each day. The health network continues to explore opportunities to install brothers and sisters for Chester at other hospital kitchens.

**Safer Healing Environments:** As a health system, we seek to create a safer healing environment for patients, and healthier surroundings for team members and visitors that are free from hazards posed by harmful chemicals. Northwell is reducing or eliminating the purchase of environmentally hazardous or otherwise undesirable chemicals and replacing them with environmentally preferable products.

**Healthier food choices:** The food we eat is critical to our health. Northwell Health is committed to helping the U.S. move toward a more equitable and sustainable food network, with farmer’s markets in our hospitals and the community to encourage sustainable production and consumption of local produce. At Glen Cove Hospital, we even have green plots right outside our Nutrition & Food Services Director’s office, where community members maintain [the beds and incorporate the produce and crops in cafeteria meals](#).

**Employee dedication to environment efforts:** Northwell has a Business Employee Resource Group (BERG), called GreenBERG, focused on improving the environmental impact of our facilities by leveraging our team members’ sustainability and socially responsible initiatives both in the workplace and our communities.

### **ADVOCACY AND POLICY**

At Northwell, we recognize our unique position as the largest provider of health care in the region. Our high profile, coupled with the continuing dedication of our team members, puts us in a position to partner with local legislators, policymakers, and community groups to influence the ever-changing landscape of health care. Our work in the policy and advocacy arena ranges from health care reform on the national level to community and economic revitalization and policy development on the local level. To pursue these goals, Northwell team members sit on the boards of numerous local, regional and national organizations, including Sustainable Long Island, Erase Racism, the Institute for Health Care Improvement and the Hispanic Counseling Center, among others. In addition, health network leaders sit on the boards of regional and national organizations and coalitions.

### **STUDENT STEM PROGRAMS**

These programs help students understand the vast career paths available — with a particular focus on health-related STEM careers. We’re not only inspiring students to explore the full scope of opportunities available in STEM careers; we also are nurturing the next generation of leaders in health care. We believe it’s our obligation, on a larger scale, to serve the next generation of community members by ensuring that their future health care providers are both abundant and well-prepared. We do this, in part, by providing resources to educators, empowering them to raise awareness of health care career opportunities as part of their ongoing curriculum. We also support several workforce and student

programs that inspire candidates from underrepresented communities to explore the full scope of clinical and non-clinical career opportunities. Below is a small sampling of our many offerings:

**(UPDATED) Spark! Challenge:** Each year, Northwell Health partners with local high schools to host the Spark! Challenge, an exciting competition that introduces students to a wide variety of careers that require STEM skills. The system-wide program ignites student interest in health care-related careers by exposing them to real-life experiences of the teamwork and innovation our team members model every day. Through the Spark! Challenge, hundreds of students from local school districts participate in a typical “day in the life” of a health care professional, with opportunities to experience everything from food preparation to observing surgery in the operating room. Students get a glimpse of what it is like to work in diverse career paths in health care. Following their visit, students work together to create a poster advertisement, spotlighting one of the careers they learned about at Northwell. In addition, they develop a two-minute career presentation and share it with our senior leadership at the Spark! Challenge Awards Celebration. Beyond the impact on the students, this program is something our team members love to support. Every year since its inception, 100% of team leaders said they would participate again and that they *“feel proud to work for an organization that sponsors these kinds of connections to our future workforce.”* Teams who participated in the Spark! Challenge return higher engagement scores year after year. This year, the 5th annual Spark! Challenge was larger than ever, with 74 Northwell teams and 900 students participating. [Experience our awards ceremony](#) here.

**Medical Marvels Competition:** Created in partnership with The Feinstein Institute for Medical Research, approximately 150 ninth and tenth-grade students participate each year in this research competition, working to develop solutions to problems faced in our communities while gaining a deeper understanding of current health care issues.

**Annual Professional Development Day:** Our culture emphasizes community support, so for the fifth year we’ve partnered with The Feinstein Institute to engage educators in exploring and understanding the broad spectrum of career paths and the skills and education needed to work in health care. To date, we have hosted nearly 500 teachers, empowering them to share this insight with their student population.

**Middle School partnership:** Through a partnership with Queens Middle School, our Center for Learning and Innovation (CLI) has established a model for urban school/health care provider collaboration that promotes academic achievement and introduces, educates and involves adolescents in the delivery of health care services. Students in grades six through eight visit Northwell Health facilities during the school year to learn about various medical specialties, research, and technologies.

**Health Care Management Internship Program:** Northwell Health’s premier internship program is open to undergraduate students in their junior year who demonstrate academic excellence, natural leadership abilities and the desire to be a next-generation health care leader. This eight-week summer internship program shows participants how to use their talents to shape the future of health care. In 2019, the program grew to include 23 participating Northwell Health sites/service lines and 34 summer

associates. Last summer, 11 summer associates were offered and accepted full-time positions with Northwell Health at the end of their internship, returning to their senior year of college with jobs in place upon graduation; they all began full-time employment in July 2019.

*“Throughout my first week of working for the Emergency Medicine Service Line, I was exposed to the unique combination of compassion, leadership, and analytics that the entire team demonstrates. I have already seen the ways in which every finance and operations project is driven by the goals of improving the patient experience and the quality of care. I am looking forward to continuing to learn from my mentors and begin my career as a health administrator through the Northwell Health care Management Program.”* —Hannah Friedman, Cornell University

**Project Search (Winner of the 2018 President’s Award for Teamwork):** Each academic year, 10 Project Search students led by special educators and a job coach attend daily classroom academic sessions, and then spend the rest of the school day with their mentor in their respective internship. Team members work side-by-side with interns, and by the end of the year, students in the program will have rotated through three non-paid internships that provide real-life work experience combined with training in employability and independent living skills. Staten Island University Hospital (SIUH) is currently in its second year with 10 Project Search students graduating from the program in June 2019.

**My Brother’s Keeper:** Each year, our Office of Community and Public Health (OCPH) partners with Human Resources to coordinate diversity and inclusion summer internship opportunities for local youth in high school, college and graduate school. My Brother’s Keeper is an initiative to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential.

**Diversity and Inclusion Summer Enrichment Internship:** We partner with the [Greater New York Hospital Association \(GNYHA\)](#), which sponsors a diversity and inclusion summer enrichment internship program in collaboration with the Institute for Diversity in Health Management, the National Association of Health Services Executives and the Association of Hispanic Health Care Executives. This program is open to undergraduate and graduate students pursuing a degree or concentration in health services management and seeks to promote diversity in health care management. We actively encourage members of underrepresented communities to apply. Each year, interns are screened by GNYHA and matched to health system projects related to their education.

**Explorers Program of the Northwell Health Center for Emergency Services (CEMS):** A partnership between Northwell and the Village of Hempstead, this program gives teens free EMS mentorship and training. At twice-monthly meetings, participants engage in scenario-based learning and work toward certification in CPR, developing skills not traditionally gained in an academic setting.

*“We reenact a car accident and have the students treat patients. We reenact a mass casualty incident and have them do triage,”* said Bernard Robinson, CEMS Operations Manager and Explorers Director. *“Some of it is lecture-based, but the way to learn is by doing it.”*

**Hofstra Northwell School of Medicine's Medical Scholars Pipeline:** We've established a four-year program that gives high school and college students insider perspectives on health care, sparking an interest in careers in health care and creating competitive future applicants to colleges, medical schools and other professional schools and careers. To date, every participant in the program has enrolled in college.

**The Division of Workforce Readiness:** We have health career and STEM learning opportunities in various metro New York school districts. For example, the Employee Assistance Program Tour and Assembly Program introduces students to social work careers; Hospital for a Day exposes Walt Whitman High School teens to careers in nursing, pediatrics, and neurology; and the White Coat Ceremony presents South Huntington School District students with white lab coats.

**Futures in Motion: Youth CAN!:** The Office of Community and Public Health (OCPH) partnered with New Yorkers For Children (NYFC), FEGS Health and Human Services and Walgreens Family of Companies to offer this educational/vocational development program for teens aging out of foster care. The program introduces participants to potential career opportunities and helps them build the fundamental skills and knowledge they need to find sustainable employment.

The values of our company, and of the many team members who choose to work at Northwell, come together in the recognition of the fundamental importance of helping our communities – whether locally or outside New York – improve their health outcomes and well-being.

Please visit [www.northwellgreatplacetowork.com](http://www.northwellgreatplacetowork.com) to see our supplemental materials.

- Password: Northwell2020